

#1

COMPLETE

Collector: Web Link 1 (Web Link)
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IP Address: 71.234.178.182

Page 1: Dear Town Councilor:

Q1 Town Councilor Name (First then Last):

Steve Schreiber

Page 2: Areas of Responsibility

Q2 Negotiate Host Community Agreements (HCAs) for two or more retail marijuana establishments, and additional HCAs for other non-retail adult-use businesses (e.g., independent testing lab, cultivator, product manufacturer, microbusiness) 3.2(i), (l), (x)	Satisfactory
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Q3 Submit MassWorks grant application for North Amherst 3.2(i), (k), (l)	Satisfactory
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Q4 Publish Economic Development Plan prepared by PVPC via Community Compact Cabinet grant fund and Economic Development Director 3.2(s)	Unable to Judge
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Q5 Plan the transition for the annual setting of the tax rate 3.2(i)	Unable to Judge
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Q6 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education 3.2(i)	Unable to Judge
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Q7 Negotiate contracts for emergency medical services with three remaining partners 3.2(o)	Unable to Judge
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Q8 Update Select Board on the impact of our 07-01-18 move from our own health insurance trust to MIIA Health Benefits Trust 3.2(h)	Unable to Judge
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Town Council Members 2019 Evaluations of Town Manager

Q9 Summary Comments

Respondent skipped this question

Page 3: Relationship with the Select Board (through December 3, 2018)

Q10 Complete outstanding Select Board Minutes 3.2(x)

Unable to Judge

Q11 Advise Select Board of any issues with operation of seasonal homeless shelter that opens November 1, 2018 3.2(l), (x), (e)

Satisfactory

Q12 Advise Select Board of any police grants refused due to our Sanctuary Community status 3.2(e), (f)

Unable to Judge

Q13 Catalog Select Board Policies for review by the Select Board prior to providing them as reference documents to the Town Council 3.2(f), (v)

Unable to Judge

Q14 Plan the transition from the Select Board as Local Licensing Authority (LLA) for new alcohol/liquor and common victualler applications, as well as annual renewals, to the new Board of License Commissioners, who you may nominate for Town Council-elect review prior to the Town Council taking office 12-03-18 10.7(q); 6.3

Commendable

Q15 Summary Comments

Respondent skipped this question

Page 4: Long Range Planning

Q16 Update Select Board on continued implementation of the Charter transition plan 10.7(b)

Commendable

Q17 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study, including updating Select Board 3.2(s)

Commendable

Q18 Ensure coordinated planning and resource allocation in the Amherst and Pelham preK-6 Regional School District Planning Board (RSDPB) process, including updating Select Board 3.2(r), (s)

Commendable

Q19 Summary Comments

Respondent skipped this question

Page 5: Staff and Personnel Relations

Q20 While planning for new hires to be confirmed by the incoming Town Council, review our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community 3.2(m)

Satisfactory

Q21 Develop a strategy and protocols for staff accepting and responding to communications from Town Councilors as well as from staff, and by all directors and department heads so that a consistent process is developed at all levels of Town government 3.2(a), (m)

Commendable

Q22 Summary Comments

Respondent skipped this question

Page 6: Community, Intergovernmental Relations, and Volunteer Committees, Boards, and Commissions

Q23 Establish 11-06-18 Early Voting at UMass that replicates the success of the four UMass sessions prior to the 2016 election
<https://www.amherstma.gov/2280/Early-Voting> 3.2(a), (c)

Commendable

Q24 Propose a response to the Donohue Institute study of the cost of providing elementary and secondary education to residents of non-taxable University housing, especially in preparation for negotiation of next Strategic Partnership Agreement (SPA) 3.2(f), (r)

Unable to Judge

Q25 Propose the appropriate relationship between the University Town of Amherst Collaborative (UTAC) and the incoming Town Council 3.2(f), (r)

Needs Improvement

Q26 Propose the appropriate relationship between the Town Council and Amherst College and Hampshire College 3.2(f)

Needs Improvement

Q27 Propose the appropriate relationship between the Town Council and the Campus and Community Coalition to reduce high-risk drinking (CCC) 3.2(f), (r)

Needs Improvement

Town Council Members 2019 Evaluations of Town Manager

Q28 Continue to engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation (e.g., Groff Park renovation meeting at apartment community room) 3.2(v), 3.3(d)	Satisfactory
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Q29 Propose ways of increasing diversity in committee membership, as you will be appointing most committees with confirmation by Town Council 3.2(v), 3.3(c), (d)	Satisfactory
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Q30 Summary Comments	Respondent skipped this question
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Page 7: Mid-term and Long-term FY18 Town Manager Performance Goals

Q31 Promoting efficiencies in Town structure and service delivery, including regionalization of services where appropriate, and maximizing effective use of CDBG, CPA, and other funds to offset allowed legal and administrative costs; 3.2(a), (b), (i), (l)	Satisfactory
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Q32 Negotiating contracts, including the collective bargaining contracts, that reflect the community's needs and priorities; 3.2(o), (l)	Unable to Judge
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Q33 Pursuing sustainable and appropriate development to increase the percentage of tax revenue generated from commercial property, and to reduce the burden on residential property owners. 3.2(i), (f)	Needs Improvement
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Q34 Summary Comments	Respondent skipped this question
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Page 8: Develop Strategies for the Long-term Financial Health of the Town: 3.2(f)

Q35 Reviewing and assessing on an on-going basis the Town's current strategies for handling long range post-employment benefit program (OPEB) obligations; 3.2(f), (i), (h)	Unable to Answer
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Q36 Developing strategies to maintain an excellent bond rating; 3.2(h), (i), (j)	Unable to Judge
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Q37 Working with the legislature to adopt policies in line with our goals and values. 3.2(f), (r), (s)	Unable to Answer
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Town Council Members 2019 Evaluations of Town Manager

Q38 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education. 3.2(i)	Commendable
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Q39 Develop strategy and provide leadership to implement funding for the major capital projects: Fire Station, DPW Facility, Elementary Schools, and Jones Library. 3.2(f), (i), (v), (t), 5.5(b)	Commendable
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Q40 Summary Comments	Respondent skipped this question
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Page 9: Areas of Responsibility

Q41 Prepare the annual budget in conformance with the Select Board Budget Policy Guidelines. 3.2(i), 5.4(b)	Commendable
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Q42 Effectively administer the adopted budget. 3.2(a), (c), (h)	Commendable
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Q43 Summary Comments	Respondent skipped this question
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Page 10: Relationship with the Town Council:

Q44 Providing regular communications to the Town Council about matters relevant to their responsibilities and concerns, including changes and additions to Town programs and initiatives; 3.2(d), (e)	Commendable
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Q45 Responding to communications from members of the Town Council in a timely manner; 3.2(d)	Commendable
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Q46 Recognizing issues or changes with a direct or significant impact on the community, and that falls within the Town Council's authority to provide feedback; 3.2(e)	Commendable
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Q47 Allowing the Town Council opportunity to provide feedback on changes to policy and practice or new initiatives before implementation; 3.2(e), (f)	Commendable
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Town Council Members 2019 Evaluations of Town Manager

Q48 Ensuring that all members of the Town Council are aware of anything significant before it appears in the media. 3.2(e)	Commendable
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Q49 Beginning the process of cataloging Town Council policies for review by the Board with the intent to assemble them in a coherent and publicly available format. 3.2(f), (v)	Commendable
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Q50 Summary Comments	Respondent skipped this question
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Page 11: Long Range Planning

Q51 Continuing to revise and update the 07-16-16 Facilities Profiles (former goal known as "Building Assessment Report"). Provide at least a semi-annual review of the document with the Town Council to make them aware of changes or proposed changes in the buildings' use, benefit or liability to the Town, and recommendations for retaining ownership. 3.2(k), (i), (f) 5.5(b)	Unable to Judge
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Q52 Developing a policy for the disposition, reuse or disposal of surplus Town property (e.g., East Street School). 3.2(k), (f)	Commendable
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Q53 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)	Needs Improvement
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Q54 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)	Needs Improvement
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Q55 Supporting the preservation, maintenance and creation of housing that is safe, decent, and affordable for low- and moderate-income individuals and families, including: 3.2(s), (x)	Commendable
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Q56 Reviewing and assessing on an on-going basis the Town's status on the State's Subsidized Housing Inventory (SHI), and anticipating factors impacting our SHI percentage in the short- and long-term; 3.2(c), (x), (f)	Commendable
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Town Council Members 2019 Evaluations of Town Manager

Q57 Reporting periodically on the operation of the seasonal shelter and recommending changes to any written agreements as needed. 3.2(l), (x), e	Commendable
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Q58 Preparing materials and information as needed in advance of the March 2018 Charter Vote. Creating and implementing a transition plan based on the outcome of the Charter Vote. 10.7(b)	Commendable
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Q59 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study. 3.2(s)	Commendable
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Q60 Periodically review and update a staffing plan that suggests the optimal number and types of positions in each department to best address current service levels and key needs, and serves as a framework for prioritizing recommendations for future hiring. Recommendations for new positions should include the full cost of each position, including post-employment and other benefits. 3.2(a), (m), (n), 6.1	Commendable
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Q61 Summary Comments	Respondent skipped this question
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Page 12: Improving public infrastructure and spaces:

Q62 Prioritizing and implementing repairs to sidewalks, multi-use paths, roadways, parking areas, and intersections; 3.2(i), (k), 5.5(b)	Respondent skipped this question
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Q63 Reviewing and following up on actions recommended by the Transportation Advisory Committee (TAC); 3.2(i), (k), 5.5(b)	Unable to Judge
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Q64 Planning and implementing improvements to public areas, including parks, commons, and greenways so that they are safe, attractive, and contribute to our quality of life; 3.2(i), (k), (p), 5.5(b)	Satisfactory
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Q65 Planning and implementing maintenance and improvements in the downtown and village centers, including working with Town staff and the Business Improvement District (BID) to assess capital needs, to implement improvements, and to complete current projects (e.g., downtown way finding system). 3.2(i), (k), (s), 5.5(b)	Satisfactory
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Town Council Members 2019 Evaluations of Town Manager

Q66 Report on the review of LSSE program options and the associated fee structures to ensure that there are appropriate affordable recreation opportunities. 3.2(a), (e), (f), (p)	Commendable
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Q67 Planning for I-Net replacement in conformance with October 2016 Comcast contract. 3.2(i), (k), (j), 5.5(b)	Unable to Judge
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Q68 Explore whether the replacement of the I-Net with a wholly Town owned communication network provides an opportunity to create an enterprise fund for the purpose of providing high-speed internet access to the whole community. 3.2(f), (i), (s)	Unable to Judge
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Q69 Summary Comments	Respondent skipped this question
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Page 13: Staff and Personnel Relations:

Q70 Maintaining high staff morale by working toward a positive work place culture that includes diversity, civility, mentoring and receptivity to new ideas and innovations; 3.2(a), (b), (m)	Satisfactory
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Q71 Increasing communication with staff at all levels, to inform, engage and solicit feedback, in particular developing a strategy and protocols for accepting and responding to communications from staff. 3.2(a), (b), (m)	Satisfactory
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Q72 Encourage a similar framework of communication be implemented by all directors and department heads so that a consistent process is developed at all levels of Town government; 3.2(a), (b), (m)	Satisfactory
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Q73 Encouraging communication between departments to improve cooperation and coordination of services, and to foster pride in accomplishments across all areas of Town government; 3.2(a), (b), (m)	Satisfactory
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Q74 Recruiting, retaining, and assigning the best qualified personnel; 3.2(w), 3.3(a), (b), 6.2	Satisfactory
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Q75 Modeling and fostering attitudes of helpfulness and courtesy toward the public; 3.2(v), (t)	Commendable
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Town Council Members 2019 Evaluations of Town Manager

Q76 Encouraging a workplace culture of improved service delivery; 3.2(a), (b), (m)	Satisfactory
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Q77 Providing adequate resources, including time, equipment, and professional development, for staff to be effective and successful; 3.2(a), (b), (i)	Satisfactory
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Q78 Providing periodic updates on progress of action steps identified in the July 2015 Human Resources Audit. 3.2(a), (b), (i)	Unable to Judge
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Q79 Summary Comments	Respondent skipped this question
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Page 14: Community, Intergovernmental Relations, and Volunteer Committees, Boards and Commissions

Q80 Mitigating the impacts of a significant student population on neighborhoods, on demand for public safety resources, on parking and traffic, and other municipal services; 3.2(r), (s)	Commendable
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Q81 Developing our partnership and strategies, through regular meetings, with Amherst College that reflect shared interests and concerns; 3.2(r), (s)	Satisfactory
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Q82 Developing our partnership and strategies, through regular meetings, with Hampshire College that reflect shared interests and concerns; 3.2(r), (s)	Commendable
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Q83 Pursuing actions of mutual benefit to the Town and the academic institutions including cooperative approaches that encourage “spin off” business development, the creative and innovation economies, and the arts and culture in Amherst; 3.2(r), (s)	Satisfactory
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Q84 Working with the institutions to facilitate the development of new student housing off-campus and on-campus; 3.2(r), (s)	Satisfactory
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Q85 Reporting periodically on the ongoing efforts and plans of the University for improving the campus and campus life to encourage a constructive relationship between the students and the Town, including the plans and projects of the University Town of Amherst Collaborative (UTAC); 3.2(e), (r), (s)	Satisfactory
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Town Council Members 2019 Evaluations of Town Manager

Q86 Reporting regularly on the UMass December 2015 Strategic Partnership Agreement (SPA). 3.2(e), (r), (s)	Satisfactory
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Q87 Maintaining an awareness of developments and planning in nearby institutions and municipalities, and reporting on their activities that impact Amherst. 3.2(r), (s)	Satisfactory
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Q88 Actively engage the community by providing information about Town successes and challenges. 3.2(t), (u), (v)	Satisfactory
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Q89 Developing a strategy for a clear and manageable process for responding to public inquiries and requests. Encouraging effective and responsive communication by all directors and department heads so that a consistent process is provided at all levels of Town government. 3.2(v), 3.3(d)	Satisfactory
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Q90 Ensuring that staff responds to committees, boards, and commissions that offer recommendations on plans or projects. In addition to acknowledging that input, follow up with action to be taken in response, or an explanation about why a recommendation may not be feasible. 3.2(b), (s)	Needs Improvement
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Q91 Improving overall modernization and management of the volunteer committees, boards, and commissions system. 3.2(b), 3.3(d)	Needs Improvement
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Q92 Summary Comments	Respondent skipped this question
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Page 15: Helping to ensure that Amherst adheres to the principle of being a diverse community by:

Q93 Increasing diversity among staff, boards, and committees; 3.3(a), (b), (c), (d), 6.2, 9.12(e)	Satisfactory
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Q94 Reviewing our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community; 3.3(a), (b), 6.2	Satisfactory
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Town Council Members 2019 Evaluations of Town Manager

Q95 Engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation; 3.2(u), (v), 3.3(c), (d), **Satisfactory**

Q96 Promote efforts which seek to foster respect toward and among all employees, residents, and visitors in Amherst. 3.2(s), 3.3(d), 6.2 **Satisfactory**

Q97 Summary Comments **Respondent skipped this question**

Page 16: Open Response // Comments

Q98 Feel free to comment on your assessment of how the Town Manager has supported the first 7 months of the transition to the Town Council **Respondent skipped this question**

Q99 General Expectations: Feel free to comment on strengths or weaknesses in any of the following areas:
Professionalism
Community spirit
Leadership
Defends conviction under pressure
Enthusiasm
Openness to differing views/new information
Accessibility
Resourcefulness
Setting priorities
Advocacy with State and Federal Government
Communication style
Crisis management
Listening skills
Responsiveness
Public speaking
Facilities management **Respondent skipped this question**

Page 17: Additional Comments

Q100 Comments **Respondent skipped this question**

Q101 Comments **Respondent skipped this question**

Q102 Comments **Respondent skipped this question**

Q103 Summary Comments **Respondent skipped this question**

#2

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Tuesday, July 30, 2019 9:23:23 PM
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IP Address: 73.68.171.208

Page 1: Dear Town Councilor:

Q1 Town Councilor Name (First then Last):

Sarah Swartz

Page 2: Areas of Responsibility

Q2 Negotiate Host Community Agreements (HCAs) for two or more retail marijuana establishments, and additional HCAs for other non-retail adult-use businesses (e.g., independent testing lab, cultivator, product manufacturer, microbusiness) 3.2(i), (l), (x)

Unable to judge

Q3 Submit MassWorks grant application for North Amherst 3.2(i), (k), (l)

Needs Improvement,

Comment:

I say this because we keep losing out on this grant. I am mostly commenting on the fact that we just don't seem to be providing the information in the right way.

Q4 Publish Economic Development Plan prepared by PVPC via Community Compact Cabinet grant fund and Economic Development Director 3.2(s)

Unable to Judge

Q5 Plan the transition for the annual setting of the tax rate 3.2(i)

Unable to Judge

Q6 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education 3.2(i)

Satisfactory

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Unable to Judge

Town Council Members 2019 Evaluations of Town Manager

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Q9 Summary Comments	Respondent skipped this question
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Page 3: Relationship with the Select Board (through December 3, 2018)

Q10 Complete outstanding Select Board Minutes 3.2(x)	Unable to Judge
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Q11 Advise Select Board of any issues with operation of seasonal homeless shelter that opens November 1, 2018 3.2(l), (x), (e)	Unable to Judge
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Q13 Catalog Select Board Policies for review by the Select Board prior to providing them as reference documents to the Town Council 3.2(f), (v)	Unable to Judge
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Q14 Plan the transition from the Select Board as Local Licensing Authority (LLA) for new alcohol/liquor and common victualler applications, as well as annual renewals, to the new Board of License Commissioners, who you may nominate for Town Council-elect review prior to the Town Council taking office 12-03-18 10.7(q); 6.3	Unable to Judge
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Page 4: Long Range Planning

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Town Council Members 2019 Evaluations of Town Manager

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Unable to Judge

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Page 5: Staff and Personnel Relations

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Unable to Judge

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Page 6: Community, Intergovernmental Relations, and Volunteer Committees, Boards, and Commissions

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<https://www.amherstma.gov/2280/Early-Voting> 3.2(a), (c)

Unable to Judge

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Unable to Judge

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Unable to Judge

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Town Council Members 2019 Evaluations of Town Manager

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Page 7: Mid-term and Long-term FY18 Town Manager Performance Goals

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Page 8: Develop Strategies for the Long-term Financial Health of the Town: 3.2(f)

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Q36 Developing strategies to maintain an excellent bond rating; 3.2(h), (i), (j)	Satisfactory
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Town Council Members 2019 Evaluations of Town Manager

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Page 9: Areas of Responsibility

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Town Council Members 2019 Evaluations of Town Manager

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Judge**

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Q64 Planning and implementing improvements to public areas, including parks, commons, and greenways so that they are safe, attractive, and contribute to our quality of life; 3.2(i), (k), (p), 5.5(b)	Satisfactory
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Q65 Planning and implementing maintenance and improvements in the downtown and village centers, including working with Town staff and the Business Improvement District (BID) to assess capital needs, to implement improvements, and to complete current projects (e.g., downtown way finding system). 3.2(i), (k), (s), 5.5(b)	Unable to Judge
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Town Council Members 2019 Evaluations of Town Manager

<p>Q66 Report on the review of LSSE program options and the associated fee structures to ensure that there are appropriate affordable recreation opportunities. 3.2(a), (e), (f), (p)</p>	<p>Unable to Judge</p>
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<p>Q67 Planning for I-Net replacement in conformance with October 2016 Comcast contract. 3.2(i), (k), (j), 5.5(b)</p>	<p>Unable to Judge</p>
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<p>Q68 Explore whether the replacement of the I-Net with a wholly Town owned communication network provides an opportunity to create an enterprise fund for the purpose of providing high-speed internet access to the whole community. 3.2(f), (i), (s)</p>	<p>Unable to Judge</p>
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<p>Q69 Summary Comments</p>	<p>Respondent skipped this question</p>
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Page 13: Staff and Personnel Relations:

<p>Q70 Maintaining high staff morale by working toward a positive work place culture that includes diversity, civility, mentoring and receptivity to new ideas and innovations; 3.2(a), (b), (m)</p>	<p>Unable to Judge</p>
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<p>Q71 Increasing communication with staff at all levels, to inform, engage and solicit feedback, in particular developing a strategy and protocols for accepting and responding to communications from staff. 3.2(a), (b), (m)</p>	<p>Unable to Judge</p>
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<p>Q72 Encourage a similar framework of communication be implemented by all directors and department heads so that a consistent process is developed at all levels of Town government; 3.2(a), (b), (m)</p>	<p>Unable to Judge</p>
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<p>Q73 Encouraging communication between departments to improve cooperation and coordination of services, and to foster pride in accomplishments across all areas of Town government; 3.2(a), (b), (m)</p>	<p>Unable to Judge</p>
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<p>Q74 Recruiting, retaining, and assigning the best qualified personnel; 3.2(w), 3.3(a), (b), 6.2</p>	<p>Unable to Judge</p>
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<p>Q75 Modeling and fostering attitudes of helpfulness and courtesy toward the public; 3.2(v), (t)</p>	<p>Satisfactory</p>
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Town Council Members 2019 Evaluations of Town Manager

Q76 Encouraging a workplace culture of improved service delivery; 3.2(a), (b), (m)	Unable to Judge
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Q77 Providing adequate resources, including time, equipment, and professional development, for staff to be effective and successful; 3.2(a), (b), (i)	Unable to Judge
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Q78 Providing periodic updates on progress of action steps identified in the July 2015 Human Resources Audit. 3.2(a), (b), (i)	Unable to Judge
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Q79 Summary Comments	Respondent skipped this question
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Page 14: Community, Intergovernmental Relations, and Volunteer Committees, Boards and Commissions

Q80 Mitigating the impacts of a significant student population on neighborhoods, on demand for public safety resources, on parking and traffic, and other municipal services; 3.2(r), (s)	Satisfactory
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Q81 Developing our partnership and strategies, through regular meetings, with Amherst College that reflect shared interests and concerns; 3.2(r), (s)	Unable to Judge
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Q82 Developing our partnership and strategies, through regular meetings, with Hampshire College that reflect shared interests and concerns; 3.2(r), (s)	Unable to Judge
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Q83 Pursuing actions of mutual benefit to the Town and the academic institutions including cooperative approaches that encourage “spin off” business development, the creative and innovation economies, and the arts and culture in Amherst; 3.2(r), (s)	Unable to Judge
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Q84 Working with the institutions to facilitate the development of new student housing off-campus and on-campus; 3.2(r), (s)	Unable to Judge
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Q85 Reporting periodically on the ongoing efforts and plans of the University for improving the campus and campus life to encourage a constructive relationship between the students and the Town, including the plans and projects of the University Town of Amherst Collaborative (UTAC); 3.2(e), (r), (s)	Satisfactory
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Town Council Members 2019 Evaluations of Town Manager

Q86 Reporting regularly on the UMass December 2015 Strategic Partnership Agreement (SPA). 3.2(e), (r), (s)

Unable to Judge

Q87 Maintaining an awareness of developments and planning in nearby institutions and municipalities, and reporting on their activities that impact Amherst. 3.2(r), (s)

Satisfactory

Q88 Actively engage the community by providing information about Town successes and challenges. 3.2(t), (u), (v)

Needs Improvement

Q89 Developing a strategy for a clear and manageable process for responding to public inquiries and requests. Encouraging effective and responsive communication by all directors and department heads so that a consistent process is provided at all levels of Town government. 3.2(v), 3.3(d)

Needs Improvement

Q90 Ensuring that staff responds to committees, boards, and commissions that offer recommendations on plans or projects. In addition to acknowledging that input, follow up with action to be taken in response, or an explanation about why a recommendation may not be feasible. 3.2(b), (s)

Satisfactory

Q91 Improving overall modernization and management of the volunteer committees, boards, and commissions system. 3.2(b), 3.3(d)

Needs Improvement

Q92 Summary Comments

Respondent skipped this question

Page 15: Helping to ensure that Amherst adheres to the principle of being a diverse community by:

Q93 Increasing diversity among staff, boards, and committees; 3.3(a), (b), (c), (d), 6.2, 9.12(e)

Needs Improvement

Q94 Reviewing our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community; 3.3(a), (b), 6.2

Unable to Judge

Town Council Members 2019 Evaluations of Town Manager

Q95 Engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation; 3.2(u), (v), 3.3(c), (d),	Needs Improvement
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Q96 Promote efforts which seek to foster respect toward and among all employees, residents, and visitors in Amherst. 3.2(s), 3.3(d), 6.2	Satisfactory
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Q97 Summary Comments	Respondent skipped this question
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Page 16: Open Response // Comments

Q98 Feel free to comment on your assessment of how the Town Manager has supported the first 7 months of the transition to the Town Council	Respondent skipped this question
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Q99 General Expectations: Feel free to comment on strengths or weaknesses in any of the following areas: Professionalism Leadership Community spirit Defends conviction under pressure Enthusiasm Openness to differing views/new information Accessibility Resourcefulness Setting priorities Advocacy with State and Federal Government Communication style Crisis management Listening skills Responsiveness Public speaking Facilities management	Respondent skipped this question
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Page 17: Additional Comments

Q100 Comments	Respondent skipped this question
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Q101 Comments	Respondent skipped this question
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Q102 Comments	Respondent skipped this question
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Q103 Summary Comments	Respondent skipped this question
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#3

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Sunday, August 04, 2019 7:05:00 AM
Last Modified: Sunday, August 04, 2019 9:46:04 AM
Time Spent: 02:41:03
IP Address: 174.63.121.159

Page 1: Dear Town Councilor:

Q1 Town Councilor Name (First then Last):

Mandi Jo Hanneke

Page 2: Areas of Responsibility

Q2 Negotiate Host Community Agreements (HCAs) for two or more retail marijuana establishments, and additional HCAs for other non-retail adult-use businesses (e.g., independent testing lab, cultivator, product manufacturer, microbusiness) 3.2(i), (l), (x) **Commendable**

Q3 Submit MassWorks grant application for North Amherst 3.2(i), (k), (l) **Satisfactory**

Q4 Publish Economic Development Plan prepared by PVPC via Community Compact Cabinet grant fund and Economic Development Director 3.2(s) **Commendable**

Q5 Plan the transition for the annual setting of the tax rate 3.2(i) **Commendable**

Q6 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education 3.2(i) **Commendable,**
 Comment:
 The Manager worked with the Town Council to involve us at the beginning of our tenure. The Regional Assessment Method process is tricky every year, and through the involvement of all relevant parties in Amherst, the four towns were able to reach a tentative short-term agreement satisfactory to Amherst. Work will need to continue to reach a more stable, long-term resolution to this matter.

Town Council Members 2019 Evaluations of Town Manager

Q7 Negotiate contracts for emergency medical services with three remaining partners 3.2(o)

Unable to Judge

Comments:

The contracts were negotiated, but at the time, I am unable to judge whether their terms are adequate to fully compensate Amherst for the services provided.

Q8 Update Select Board on the impact of our 07-01-18 move from our own health insurance trust to MIIA Health Benefits Trust 3.2(h)

Commendable,

Comment:

The Manager has continued to update the Town Council on this transition, which has benefited the Town's finances, as compared to the prior method of insuring our employees.

Q9 Summary Comments

Respondent skipped this question

Page 3: Relationship with the Select Board (through December 3, 2018)

Q10 Complete outstanding Select Board Minutes 3.2(x)

Needs Improvement

Comment:

The website continues to show that the minutes from the last months of the Select Board are still not complete, with the May 9, 2018 meeting being the latest minutes available from the Select Board.

Q11 Advise Select Board of any issues with operation of seasonal homeless shelter that opens November 1, 2018 3.2(l), (x), (e)

Satisfactory,

Comment:

From all appearances, the operation of the seasonal homeless shelter, as it relates to the Town's involvement, went smoothly during the 2018-2019 season. Recent developments have resulted in uncertainty for the upcoming season. The Town Manager has been keeping the Town Council informed on these developments. This issue will need addressed on a regular basis to ensure that the Town's responsibilities to its neediest residents are fulfilled.

Q12 Advise Select Board of any police grants refused due to our Sanctuary Community status 3.2(e), (f)

Commendable

Town Council Members 2019 Evaluations of Town Manager

Q13 Catalog Select Board Policies for review by the Select Board prior to providing them as reference documents to the Town Council 3.2(f), (v)

Needs Improvement

Comment:

While documents have been made available for review by the Town Council, a website that lists all policies adopted by the Select Board, as well as posting specific policies on the relevant Town webpages, would be most beneficial to the Town Council and the community at large. To my knowledge, this has not occurred, making it difficult for residents to easily determine if a policy regarding a specific matter has been adopted or whether a policy is in effect, if found through a search of the Town Website.

Q14 Plan the transition from the Select Board as Local Licensing Authority (LLA) for new alcohol/liquor and common victualler applications, as well as annual renewals, to the new Board of License Commissioners, who you may nominate for Town Council-elect review prior to the Town Council taking office 12-03-18 10.7(q); 6.3

Commendable,

Comment:

This transition has gone very smoothly, including the (1) attempt to renew as many annual licenses as possible prior to the Town Council assuming office, (2) the early nomination of members to the new Board, and (3) the change in staffing approach.

Q15 Summary Comments

Respondent skipped this question

Page 4: Long Range Planning

Q16 Update Select Board on continued implementation of the Charter transition plan 10.7(b)

Unable to Judge

Q17 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study, including updating Select Board 3.2(s)

Unable to Judge

Q18 Ensure coordinated planning and resource allocation in the Amherst and Pelham preK-6 Regional School District Planning Board (RSDPB) process, including updating Select Board 3.2(r), (s)

Unable to Judge

Q19 Summary Comments

Respondent skipped this question

Page 5: Staff and Personnel Relations

Town Council Members 2019 Evaluations of Town Manager

Q20 While planning for new hires to be confirmed by the incoming Town Council, review our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community 3.2(m)

Satisfactory

Q21 Develop a strategy and protocols for staff accepting and responding to communications from Town Councilors as well as from staff, and by all directors and department heads so that a consistent process is developed at all levels of Town government 3.2(a), (m)

Needs Improvement

Comment:

This is a complicated issue that the Town Manager has been addressing. However, there is still clarity needed as to the appropriate method for Councilors contacting Town staff with questions that are brought to the Councilors' attention by constituents. This needs to be a matter that is addressed on an ongoing basis to ensure compliance with the new Charter, but also timely receipt of responses to questions from Councilors.

Q22 Summary Comments

Respondent skipped this question

Page 6: Community, Intergovernmental Relations, and Volunteer Committees, Boards, and Commissions

Q23 Establish 11-06-18 Early Voting at UMass that replicates the success of the four UMass sessions prior to the 2016 election
<https://www.amherstma.gov/2280/Early-Voting> 3.2(a), (c)

Commendable

Q24 Propose a response to the Donohue Institute study of the cost of providing elementary and secondary education to residents of non-taxable University housing, especially in preparation for negotiation of next Strategic Partnership Agreement (SPA) 3.2(f), (r)

Unable to Judge

Q25 Propose the appropriate relationship between the University Town of Amherst Collaborative (UTAC) and the incoming Town Council 3.2(f), (r)

Unable to Judge

Q26 Propose the appropriate relationship between the Town Council and Amherst College and Hampshire College 3.2(f)

Unable to Judge

Q27 Propose the appropriate relationship between the Town Council and the Campus and Community Coalition to reduce high-risk drinking (CCC) 3.2(f), (r)

Unable to Judge

Town Council Members 2019 Evaluations of Town Manager

Q28 Continue to engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation (e.g., Groff Park renovation meeting at apartment community room) 3.2(v), 3.3(d)

Satisfactory,

Comment:

Progress in this goal has been made, as I have seen more meetings being scheduled for non-standard times at non-standard locations.

Q29 Propose ways of increasing diversity in committee membership, as you will be appointing most committees with confirmation by Town Council 3.2(v), 3.3(c), (d)

Needs Improvement

Comment:

Diversity of membership on committees is an area that the Town struggles with. A concrete plan for addressing this needs to be developed.

Q30 Summary Comments

Respondent skipped this question

Page 7: Mid-term and Long-term FY18 Town Manager Performance Goals

Q31 Promoting efficiencies in Town structure and service delivery, including regionalization of services where appropriate, and maximizing effective use of CDBG, CPA, and other funds to offset allowed legal and administrative costs; 3.2(a), (b), (i), (l)

Commendable

Q32 Negotiating contracts, including the collective bargaining contracts, that reflect the community's needs and priorities; 3.2(o), (l)

Satisfactory,

Comment:

The Manager has successfully negotiated collective bargaining agreements that enable the Town to maintain a balanced budget without seeking a general tax override from the residents or cutting services. However, the trade-off has been minimal salary increases for a number of contracts, which appears to be resulting in a number of employee units not believing they are valued members of our Town's staff. This may result in Amherst losing its "employer of choice" status in the region. Our budget is very tight and does not necessarily have room for larger growth in salaries or numbers of employees. But, we need to find a way to ensure that our collective bargaining agreements balance our fiscal reality and our priority to be an employer of choice in the region. I am not sure that balance has been achieved.

Town Council Members 2019 Evaluations of Town Manager

Q33 Pursuing sustainable and appropriate development to increase the percentage of tax revenue generated from commercial property, and to reduce the burden on residential property owners. 3.2(i), (f)

Commendable,

Comment:

The Manager has pursued the adoption of local option taxes on various commercial enterprises to help meet this goal.

Q34 Summary Comments

Respondent skipped this question

Page 8: Develop Strategies for the Long-term Financial Health of the Town: 3.2(f)

Q35 Reviewing and assessing on an on-going basis the Town's current strategies for handling long range post-employment benefit program (OPEB) obligations; 3.2(f), (i), (h)

Commendable

Q36 Developing strategies to maintain an excellent bond rating; 3.2(h), (i), (j)

Commendable

Q37 Working with the legislature to adopt policies in line with our goals and values. 3.2(f), (r), (s)

Unable to Answer ,

Comment:

It is too early to judge this goal. The first part of the year for the Town Council has been concentrated on maintaining the required actions while building a new government structure. I anticipate that as the Council moves into its second year of office, the Council will be able to work towards setting policy goals that will give direction to the Manager and permit him to work with us to implement policies that reflect those goals.

Q38 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education. 3.2(i)

Satisfactory,

Comment:

See my response to this goal on a previous page.

Q39 Develop strategy and provide leadership to implement funding for the major capital projects: Fire Station, DPW Facility, Elementary Schools, and Jones Library. 3.2(f), (i), (v), (t), 5.5(b)

Commendable,

Comment:

The Manager has worked to provide the Council with the staff support it needs to develop and implement a plan for the major capital projects.

Q40 Summary Comments

Respondent skipped this question

Page 9: Areas of Responsibility

Q41 Prepare the annual budget in conformance with the Select Board Budget Policy Guidelines. 3.2(i), 5.4(b) **Commendable**

Q42 Effectively administer the adopted budget. 3.2(a), (c), (h) **Commendable**

Q43 Summary Comments **Respondent skipped this question**

Page 10: Relationship with the Town Council:

Q44 Providing regular communications to the Town Council about matters relevant to their responsibilities and concerns, including changes and additions to Town programs and initiatives; 3.2(d), (e) **Commendable**

Q45 Responding to communications from members of the Town Council in a timely manner; 3.2(d) **Satisfactory**

Q46 Recognizing issues or changes with a direct or significant impact on the community, and that falls within the Town Council's authority to provide feedback; 3.2(e) **Commendable**

Q47 Allowing the Town Council opportunity to provide feedback on changes to policy and practice or new initiatives before implementation; 3.2(e), (f) **Satisfactory**

Q48 Ensuring that all members of the Town Council are aware of anything significant before it appears in the media. 3.2(e) **Commendable**

Q49 Beginning the process of cataloging Town Council policies for review by the Board with the intent to assemble them in a coherent and publicly available format. 3.2(f), (v) **Needs Improvement**

Q50 Summary Comments

In general, I believe the Town Manager has been doing a great job of communicating with the Council on matters of concern to the Council. However, adopted policies are not fully catalogued yet, which makes it difficult for the Council to determine whether a policy needs updated or not (or is within the Council's purview at all). Work will need to continue on cataloguing policies, making them easily available to the public and the Council, and communicating with the Council on the impact those policies have on the Town and its residents.

Page 11: Long Range Planning

Q51 Continuing to revise and update the 07-16-16 Facilities Profiles (former goal known as "Building Assessment Report"). Provide at least a semi-annual review of the document with the Town Council to make them aware of changes or proposed changes in the buildings' use, benefit or liability to the Town, and recommendations for retaining ownership. 3.2(k), (i), (f) 5.5(b)

Satisfactory

Q52 Developing a policy for the disposition, reuse or disposal of surplus Town property (e.g., East Street School). 3.2(k), (f)

Satisfactory,

Comment:

The policy was developed, but when the disposition of the property came in front of the Town Council, the materials presented did not initially indicate that the Town had complied with the policy prior to the Manager making the recommendation to dispose of the property. Consistency in presenting the information, including the policies that apply, how those policies were complied with, etc., needs to be addressed.

Q53 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)

Commendable

Q54 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)

Commendable

Q55 Supporting the preservation, maintenance and creation of housing that is safe, decent, and affordable for low- and moderate-income individuals and families, including: 3.2(s), (x)

Commendable

Q56 Reviewing and assessing on an on-going basis the Town's status on the State's Subsidized Housing Inventory (SHI), and anticipating factors impacting our SHI percentage in the short- and long-term; 3.2(c), (x), (f)

Commendable

Q57 Reporting periodically on the operation of the seasonal shelter and recommending changes to any written agreements as needed. 3.2(l), (x), e

Commendable,

Comment:

See my comments to previous, similar goals.

Town Council Members 2019 Evaluations of Town Manager

Q58 Preparing materials and information as needed in advance of the March 2018 Charter Vote. Creating and implementing a transition plan based on the outcome of the Charter Vote. 10.7(b)

Commendable,

Comment:

The Town Manager did an exceptional job preparing for the vote, and then creating and implementing a transition plan.

Q59 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study. 3.2(s)

Unable to Judge

Q60 Periodically review and update a staffing plan that suggests the optimal number and types of positions in each department to best address current service levels and key needs, and serves as a framework for prioritizing recommendations for future hiring. Recommendations for new positions should include the full cost of each position, including post-employment and other benefits. 3.2(a), (m), (n), 6.1

Needs Improvement

Comment:

Staffing levels of some departments have been a concern for a number of years. Although the Town Manager may have a plan, he has not discussed either a long-term or short-term plan to address staffing levels in certain departments, given our fiscal situation. A plan needs to be developed and shared with the Council, since the Council is the budget approving authority and any plan to address ongoing insufficient staffing levels will affect the budget.

Q61 Summary Comments

Respondent skipped this question

Page 12: Improving public infrastructure and spaces:

Q62 Prioritizing and implementing repairs to sidewalks, multi-use paths, roadways, parking areas, and intersections; 3.2(i), (k), 5.5(b)

Satisfactory,

Comment:

The Manager has prioritized capital spending in this area. However, there still remains significant transparency problems in the manner how which roads and sidewalks are chosen to be repaired in any given year and where any given street or sidewalk is on a list of repairs.

Q63 Reviewing and following up on actions recommended by the Transportation Advisory Committee (TAC); 3.2(i), (k), 5.5(b)

Unable to Judge

Q64 Planning and implementing improvements to public areas, including parks, commons, and greenways so that they are safe, attractive, and contribute to our quality of life; 3.2(i), (k), (p), 5.5(b)

Commendable

Town Council Members 2019 Evaluations of Town Manager

Q65 Planning and implementing maintenance and improvements in the downtown and village centers, including working with Town staff and the Business Improvement District (BID) to assess capital needs, to implement improvements, and to complete current projects (e.g., downtown way finding system). 3.2(i), (k), (s), 5.5(b)

Commendable

Q66 Report on the review of LSSE program options and the associated fee structures to ensure that there are appropriate affordable recreation opportunities. 3.2(a), (e), (f), (p)

Commendable

Q67 Planning for I-Net replacement in conformance with October 2016 Comcast contract. 3.2(i), (k), (j), 5.5(b)

Commendable

Q68 Explore whether the replacement of the I-Net with a wholly Town owned communication network provides an opportunity to create an enterprise fund for the purpose of providing high-speed internet access to the whole community. 3.2(f), (i), (s)

Satisfactory

Q69 Summary Comments

Respondent skipped this question

Page 13: Staff and Personnel Relations:

Q70 Maintaining high staff morale by working toward a positive work place culture that includes diversity, civility, mentoring and receptivity to new ideas and innovations; 3.2(a), (b), (m)

Commendable

Q71 Increasing communication with staff at all levels, to inform, engage and solicit feedback, in particular developing a strategy and protocols for accepting and responding to communications from staff. 3.2(a), (b), (m)

Satisfactory,

Comment:

This is an area that can always be improved, but I believe the Manager has been meeting reasonable expectations.

Q72 Encourage a similar framework of communication be implemented by all directors and department heads so that a consistent process is developed at all levels of Town government; 3.2(a), (b), (m)

Satisfactory,

Comment:

Again this is an area that can always be improved, but I believe the Manager has been meeting reasonable expectations.

Town Council Members 2019 Evaluations of Town Manager

Q73 Encouraging communication between departments to improve cooperation and coordination of services, and to foster pride in accomplishments across all areas of Town government; 3.2(a), (b), (m)

Commendable

Q74 Recruiting, retaining, and assigning the best qualified personnel; 3.2(w), 3.3(a), (b), 6.2

Commendable

Q75 Modeling and fostering attitudes of helpfulness and courtesy toward the public; 3.2(v), (t)

Satisfactory,

Comment:

Timeliness in responding to residents who communicate with the Manager and other Town staff is an important part of this goal. It is difficult to maintain a level of communication that satisfies all constituencies. I believe the Town Manager has been satisfying this goal most of the time.

Q76 Encouraging a workplace culture of improved service delivery; 3.2(a), (b), (m)

Commendable

Q77 Providing adequate resources, including time, equipment, and professional development, for staff to be effective and successful; 3.2(a), (b), (i)

Commendable

Q78 Providing periodic updates on progress of action steps identified in the July 2015 Human Resources Audit. 3.2(a), (b), (i)

Unable to Judge

Q79 Summary Comments

Timely communication between staff at all levels and residents is very important. Policies should be put in place to ensure that residents who communicate with Town staff are responded to in a timely manner. Emails received from residents should be acknowledge, even if the response will not be satisfactory to the resident; the resident should not perceive an attempt to reach out to Town staff as having "gone into a black hole", which can happen if a communication is never acknowledged.

Page 14: Community, Intergovernmental Relations, and Volunteer Committees, Boards and Commissions

Q80 Mitigating the impacts of a significant student population on neighborhoods, on demand for public safety resources, on parking and traffic, and other municipal services; 3.2(r), (s)

Commendable

Q81 Developing our partnership and strategies, through regular meetings, with Amherst College that reflect shared interests and concerns; 3.2(r), (s)

Commendable

Town Council Members 2019 Evaluations of Town Manager

Q82 Developing our partnership and strategies, through regular meetings, with Hampshire College that reflect shared interests and concerns; 3.2(r), (s)	Commendable
Q83 Pursuing actions of mutual benefit to the Town and the academic institutions including cooperative approaches that encourage “spin off” business development, the creative and innovation economies, and the arts and culture in Amherst; 3.2(r), (s)	Commendable
Q84 Working with the institutions to facilitate the development of new student housing off-campus and on-campus; 3.2(r), (s)	Satisfactory
Q85 Reporting periodically on the ongoing efforts and plans of the University for improving the campus and campus life to encourage a constructive relationship between the students and the Town, including the plans and projects of the University Town of Amherst Collaborative (UTAC); 3.2(e), (r), (s)	Satisfactory
Q86 Reporting regularly on the UMass December 2015 Strategic Partnership Agreement (SPA). 3.2(e), (r), (s)	Satisfactory
Q87 Maintaining an awareness of developments and planning in nearby institutions and municipalities, and reporting on their activities that impact Amherst. 3.2(r), (s)	Satisfactory
Q88 Actively engage the community by providing information about Town successes and challenges. 3.2(t), (u), (v)	Unable to Judge
Q89 Developing a strategy for a clear and manageable process for responding to public inquiries and requests. Encouraging effective and responsive communication by all directors and department heads so that a consistent process is provided at all levels of Town government. 3.2(v), 3.3(d)	Needs Improvement , Comment: See my general comment to the last section. This is an area that needs consistent attention and a plan of action.
Q90 Ensuring that staff responds to committees, boards, and commissions that offer recommendations on plans or projects. In addition to acknowledging that input, follow up with action to be taken in response, or an explanation about why a recommendation may not be feasible. 3.2(b), (s)	Needs Improvement , Comment: See prior comments that also apply to committees and boards.

Town Council Members 2019 Evaluations of Town Manager

Q91 Improving overall modernization and management of the volunteer committees, boards, and commissions system. 3.2(b), 3.3(d)

Satisfactory

Q92 Summary Comments

Respondent skipped this question

Page 15: Helping to ensure that Amherst adheres to the principle of being a diverse community by:

Q93 Increasing diversity among staff, boards, and committees; 3.3(a), (b), (c), (d), 6.2, 9.12(e)

Satisfactory,

Comment:

See prior comments.

Q94 Reviewing our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community; 3.3(a), (b), 6.2

Satisfactory,

Comment:

See prior comments.

Q95 Engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation; 3.2(u), (v), 3.3(c), (d),

Satisfactory,

Comment:

See prior comments.

Q96 Promote efforts which seek to foster respect toward and among all employees, residents, and visitors in Amherst. 3.2(s), 3.3(d), 6.2

Commendable

Q97 Summary Comments

Respondent skipped this question

Page 16: Open Response // Comments

Q98 Feel free to comment on your assessment of how the Town Manager has supported the first 7 months of the transition to the Town Council

The Manager has supported the transition of the government very well. He planned and executed the transition and has done well to aid the Councilors in learning about the various departments of the Town. All of this has helped the Council get off to a good start.

Town Council Members 2019 Evaluations of Town Manager

Q99 General Expectations: Feel free to comment on strengths or weaknesses in any of the following areas:

Professionalism	Community spirit	Leadership	Defends conviction under pressure
Enthusiasm	Openness to differing views/new information		
Accessibility	Resourcefulness	Setting priorities	Advocacy with State and Federal Government
Communication style	Crisis management	Listening skills	
Responsiveness	Public speaking	Facilities management	

Overall, I believe the Manager has been doing a commendable job. However, I believe there are improvements that can be made.

Communication with residents is always a tough part of the job. The Manager, and the staff, in general, need to find a way to acknowledge communications received from residents, even if no action will be taken in response to that communication. I have heard of multiple instances where communications go unacknowledged, which leads residents to wonder whether the communication was even received. This needs to be improved upon at all levels of Town government.

Further, I believe the Manager needs to be more forthcoming on the budget realities of our Town. There are a few departments that need increased staffing levels and haven't received the funds to do so. There are many capital requests that go unfunded yearly. It is likely no longer enough for the Town Manager to report that "this is a tough budget year". The Council, and the Town's residents, should receive more concrete information regarding either what increased revenues would be needed to accommodate needed staffing increases or funding of capital projects, or what decreases in services would be required to accommodate the increases needed in other departments. This would help both the Council plan and prioritize policies and the residents understand the fiscal realities of the Town.

On the positive side, the Manager has succeeded in crisis management on a number of fronts. He has also shown leadership and professionalism during the transition to a new form of government. He has shown his resourcefulness in dealing with a variety of matters, as exhibited by the hiring of a Capital Projects Manager, and other unconventional ways to address joint staffing between departments, among other items.

Page 17: Additional Comments

Q100 Comments

Respondent skipped this question

Q101 Comments

Respondent skipped this question

Q102 Comments

Respondent skipped this question

Q103 Summary Comments

Respondent skipped this question

#4

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, July 31, 2019 9:00:07 AM
Last Modified: Sunday, August 04, 2019 4:38:38 PM
Time Spent: Over a day
IP Address: 24.62.204.204

Page 1: Dear Town Councilor:

Q1 Town Councilor Name (First then Last):

Dorothy S. Pam

Page 2: Areas of Responsibility

Q2 Negotiate Host Community Agreements (HCAs) for two or more retail marijuana establishments, and additional HCAs for other non-retail adult-use businesses (e.g., independent testing lab, cultivator, product manufacturer, microbusiness) 3.2(i), (l), (x)

Satisfactory

Q3 Submit MassWorks grant application for North Amherst 3.2(i), (k), (l)

Satisfactory,

Comment:

Delay in receiving grant may be good because new developments, such as Eruptor, may come on the scene. The new intersection must take all new growth into account.

Q4 Publish Economic Development Plan prepared by PVPC via Community Compact Cabinet grant fund and Economic Development Director 3.2(s)

Unable to Judge

Q5 Plan the transition for the annual setting of the tax rate 3.2(i)

Unable to Judge

Q6 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education 3.2(i)

Commendable

Q7 Negotiate contracts for emergency medical services with three remaining partners 3.2(o)

Satisfactory

Town Council Members 2019 Evaluations of Town Manager

Q8 Update Select Board on the impact of our 07-01-18 move from our own health insurance trust to MIIA Health Benefits Trust 3.2(h) **Commendable**

Q9 Summary Comments **Respondent skipped this question**

Page 3: Relationship with the Select Board (through December 3, 2018)

Q10 Complete outstanding Select Board Minutes 3.2(x) **Unable to Judge**

Q11 Advise Select Board of any issues with operation of seasonal homeless shelter that opens November 1, 2018 3.2(l), (x), (e) **Unable to Judge**

Q12 Advise Select Board of any police grants refused due to our Sanctuary Community status 3.2(e), (f) **Unable to Judge**

Q13 Catalog Select Board Policies for review by the Select Board prior to providing them as reference documents to the Town Council 3.2(f), (v) **Commendable,**
Comment:
The specific details are outside of my knowledge, but I know that the Town Manager did a great job preparing the new Town Council members to begin governing.

Q14 Plan the transition from the Select Board as Local Licensing Authority (LLA) for new alcohol/liquor and common victualler applications, as well as annual renewals, to the new Board of License Commissioners, who you may nominate for Town Council-elect review prior to the Town Council taking office 12-03-18 10.7(q); 6.3 **Commendable**

Q15 Summary Comments **Respondent skipped this question**

Page 4: Long Range Planning

Q16 Update Select Board on continued implementation of the Charter transition plan 10.7(b) **Unable to Judge**

Q17 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study, including updating Select Board 3.2(s) **Unable to Judge**

Town Council Members 2019 Evaluations of Town Manager

Q18 Ensure coordinated planning and resource allocation in the Amherst and Pelham preK-6 Regional School District Planning Board (RSDPB) process, including updating Select Board 3.2(r), (s)

Unable to Judge

Q19 Summary Comments

Respondent skipped this question

Page 5: Staff and Personnel Relations

Q20 While planning for new hires to be confirmed by the incoming Town Council, review our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community 3.2(m)

Unable to Judge

Q21 Develop a strategy and protocols for staff accepting and responding to communications from Town Councilors as well as from staff, and by all directors and department heads so that a consistent process is developed at all levels of Town government 3.2(a), (m)

Satisfactory,
Comment:
Clear policy was set up; sometimes I'm not sure I like being discouraged from contacting Town department heads directly, but I see his point in trying to protect his staff.

Q22 Summary Comments

Respondent skipped this question

Page 6: Community, Intergovernmental Relations, and Volunteer Committees, Boards, and Commissions

Q23 Establish 11-06-18 Early Voting at UMass that replicates the success of the four UMass sessions prior to the 2016 election
<https://www.amherstma.gov/2280/Early-Voting> 3.2(a), (c)

Satisfactory

Q24 Propose a response to the Donohue Institute study of the cost of providing elementary and secondary education to residents of non-taxable University housing, especially in preparation for negotiation of next Strategic Partnership Agreement (SPA) 3.2(f), (r)

Unable to Judge

Q25 Propose the appropriate relationship between the University Town of Amherst Collaborative (UTAC) and the incoming Town Council 3.2(f), (r)

Unable to Judge

Q26 Propose the appropriate relationship between the Town Council and Amherst College and Hampshire College 3.2(f)

Satisfactory

Town Council Members 2019 Evaluations of Town Manager

Q27 Propose the appropriate relationship between the Town Council and the Campus and Community Coalition to reduce high-risk drinking (CCC) 3.2(f), (r)

Unable to Judge

Q28 Continue to engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation (e.g., Groff Park renovation meeting at apartment community room) 3.2(v), 3.3(d)

Commendable,

Comment:

The Town Manager planned and provided many opportunities for outreach to affected parts of the Town. More needs to be done to ensure greater public participation.

Q29 Propose ways of increasing diversity in committee membership, as you will be appointing most committees with confirmation by Town Council 3.2(v), 3.3(c), (d)

Satisfactory,

Comment:

Appointment process needs to be changed to make all CAF's public documents and thus known to public and Town Council.

Q30 Summary Comments

Respondent skipped this question

Page 7: Mid-term and Long-term FY18 Town Manager Performance Goals

Q31 Promoting efficiencies in Town structure and service delivery, including regionalization of services where appropriate, and maximizing effective use of CDBG, CPA, and other funds to offset allowed legal and administrative costs; 3.2(a), (b), (i), (l)

Commendable

Q32 Negotiating contracts, including the collective bargaining contracts, that reflect the community's needs and priorities; 3.2(o), (l)

Unable to Judge

Q33 Pursuing sustainable and appropriate development to increase the percentage of tax revenue generated from commercial property, and to reduce the burden on residential property owners. 3.2(i), (f)

Needs Improvement

Comment:

It is not clear how much power the Town Manager has in this regard. If he does not have any power to lead or to rein in the Planning Board and Zoning Board of Appeals, we should not be asked to judge the Town Manager on this item. If he did have the power, then he did not provide the leadership to protect the interests of the Town sufficiently from those of real estate developer by allowing large buildings with no set back, barely any sidewalks or parking, no affordable units, and no public amenities to be built in prime downtown location. This is not the "vibrant" downtown promised by the proponents of Build and Spend.

Town Council Members 2019 Evaluations of Town Manager

Q34 Summary Comments

Respondent skipped this question

Page 8: Develop Strategies for the Long-term Financial Health of the Town: 3.2(f)

Q35 Reviewing and assessing on an on-going basis the Town's current strategies for handling long range post-employment benefit program (OPEB) obligations; 3.2(f), (i), (h)

Commendable

Q36 Developing strategies to maintain an excellent bond rating; 3.2(h), (i), (j)

Commendable

Q37 Working with the legislature to adopt policies in line with our goals and values. 3.2(f), (r), (s)

Commendable

Q38 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education. 3.2(i)

Commendable

Q39 Develop strategy and provide leadership to implement funding for the major capital projects: Fire Station, DPW Facility, Elementary Schools, and Jones Library. 3.2(f), (i), (v), (t), 5.5(b)

Commendable

Q40 Summary Comments

Respondent skipped this question

Page 9: Areas of Responsibility

Q41 Prepare the annual budget in conformance with the Select Board Budget Policy Guidelines. 3.2(i), 5.4(b)

Commendable

Q42 Effectively administer the adopted budget. 3.2(a), (c), (h)

Commendable

Q43 Summary Comments

The Town Manager is a strong fiscal manager. He has provided the Council with resources for understanding the Town's budget and the alternatives for major capital projects under consideration.

Page 10: Relationship with the Town Council:

Town Council Members 2019 Evaluations of Town Manager

Q44 Providing regular communications to the Town Council about matters relevant to their responsibilities and concerns, including changes and additions to Town programs and initiatives; 3.2(d), (e)

Commendable,

Comment:

The Town Manager has worked hard to create an open communication environment.

Q45 Responding to communications from members of the Town Council in a timely manner; 3.2(d)

Satisfactory,

Comment:

It would be good to have an acknowledgement or more specific response to complaints, such as those about sidewalk or road repairs.

Q46 Recognizing issues or changes with a direct or significant impact on the community, and that falls within the Town Council's authority to provide feedback; 3.2(e)

Unable to Judge

Comment:

I can't figure out what the sentence means.

Q47 Allowing the Town Council opportunity to provide feedback on changes to policy and practice or new initiatives before implementation; 3.2(e), (f)

Commendable

Q48 Ensuring that all members of the Town Council are aware of anything significant before it appears in the media. 3.2(e)

Commendable

Q49 Beginning the process of cataloging Town Council policies for review by the Board with the intent to assemble them in a coherent and publicly available format. 3.2(f), (v)

Commendable

Q50 Summary Comments

Respondent skipped this question

Page 11: Long Range Planning

Q51 Continuing to revise and update the 07-16-16 Facilities Profiles (former goal known as "Building Assessment Report"). Provide at least a semi-annual review of the document with the Town Council to make them aware of changes or proposed changes in the buildings' use, benefit or liability to the Town, and recommendations for retaining ownership. 3.2(k), (i), (f) 5.5(b)

Unable to Judge

Comment:

I don't think we have gotten to this yet.

Town Council Members 2019 Evaluations of Town Manager

Q52 Developing a policy for the disposition, reuse or disposal of surplus Town property (e.g., East Street School). 3.2(k), (f)	Commendable
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Q53 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)	Commendable
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Q54 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)	Commendable
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Q55 Supporting the preservation, maintenance and creation of housing that is safe, decent, and affordable for low- and moderate-income individuals and families, including: 3.2(s), (x)	Satisfactory
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Q56 Reviewing and assessing on an on-going basis the Town's status on the State's Subsidized Housing Inventory (SHI), and anticipating factors impacting our SHI percentage in the short- and long-term; 3.2(c), (x), (f)	Unable to Judge
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Q57 Reporting periodically on the operation of the seasonal shelter and recommending changes to any written agreements as needed. 3.2(l), (x), e	Satisfactory
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Q58 Preparing materials and information as needed in advance of the March 2018 Charter Vote. Creating and implementing a transition plan based on the outcome of the Charter Vote. 10.7(b)	Unable to Judge
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Q59 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study. 3.2(s)	Unable to Judge
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Town Council Members 2019 Evaluations of Town Manager

Q60 Periodically review and update a staffing plan that suggests the optimal number and types of positions in each department to best address current service levels and key needs, and serves as a framework for prioritizing recommendations for future hiring. Recommendations for new positions should include the full cost of each position, including post-employment and other benefits. 3.2(a), (m), (n), 6.1

Satisfactory,

Comment:

I worry that too many Town workers are being asked to go beyond their job descriptions without extra pay or comp time because this can lead to dissatisfaction and burnout. We must move from the crisis mode of the turnover of government into a more stable mode, which probably means hiring more workers.

Q61 Summary Comments

Respondent skipped this question

Page 12: Improving public infrastructure and spaces:

Q62 Prioritizing and implementing repairs to sidewalks, multi-use paths, roadways, parking areas, and intersections; 3.2(i), (k), 5.5(b)

Commendable,

Comment:

Prioritizing yes, implementation yet to come. I've just been driving on beautiful roads in Norfolk CT and look forward to seeing more such roads in Amherst.

Q63 Reviewing and following up on actions recommended by the Transportation Advisory Committee (TAC); 3.2(i), (k), 5.5(b)

Satisfactory

Q64 Planning and implementing improvements to public areas, including parks, commons, and greenways so that they are safe, attractive, and contribute to our quality of life; 3.2(i), (k), (p), 5.5(b)

Commendable

Q65 Planning and implementing maintenance and improvements in the downtown and village centers, including working with Town staff and the Business Improvement District (BID) to assess capital needs, to implement improvements, and to complete current projects (e.g., downtown way finding system). 3.2(i), (k), (s), 5.5(b)

Satisfactory,

Comment:

Many problems continue for the village centers. I would like to hear more about work on proposals to improve them.

Q66 Report on the review of LSSE program options and the associated fee structures to ensure that there are appropriate affordable recreation opportunities. 3.2(a), (e), (f), (p)

Satisfactory

Q67 Planning for I-Net replacement in conformance with October 2016 Comcast contract. 3.2(i), (k), (j), 5.5(b)

Unable to Judge

Town Council Members 2019 Evaluations of Town Manager

Q68 Explore whether the replacement of the I-Net with a wholly Town owned communication network provides an opportunity to create an enterprise fund for the purpose of providing high-speed internet access to the whole community. 3.2(f), (i), (s)

Unable to Judge

Q69 Summary Comments

Respondent skipped this question

Page 13: Staff and Personnel Relations:

Q70 Maintaining high staff morale by working toward a positive work place culture that includes diversity, civility, mentoring and receptivity to new ideas and innovations; 3.2(a), (b), (m)

Satisfactory,
Comment:
see previous answer on staff.

Q71 Increasing communication with staff at all levels, to inform, engage and solicit feedback, in particular developing a strategy and protocols for accepting and responding to communications from staff. 3.2(a), (b), (m)

Unable to Judge

Q72 Encourage a similar framework of communication be implemented by all directors and department heads so that a consistent process is developed at all levels of Town government; 3.2(a), (b), (m)

Unable to Judge

Q73 Encouraging communication between departments to improve cooperation and coordination of services, and to foster pride in accomplishments across all areas of Town government; 3.2(a), (b), (m)

Unable to Judge

Q74 Recruiting, retaining, and assigning the best qualified personnel; 3.2(w), 3.3(a), (b), 6.2

Commendable

Q75 Modeling and fostering attitudes of helpfulness and courtesy toward the public; 3.2(v), (t)

Commendable

Q76 Encouraging a workplace culture of improved service delivery; 3.2(a), (b), (m)

Commendable

Q77 Providing adequate resources, including time, equipment, and professional development, for staff to be effective and successful; 3.2(a), (b), (i)

Unable to Judge

Town Council Members 2019 Evaluations of Town Manager

Q78 Providing periodic updates on progress of action steps identified in the July 2015 Human Resources Audit. 3.2(a), (b), (i)

Unable to Judge

Q79 Summary Comments

Most of these items are outside of our ability to judge and more appropriate to those working to deliver Town services.

Page 14: Community, Intergovernmental Relations, and Volunteer Committees, Boards and Commissions

Q80 Mitigating the impacts of a significant student population on neighborhoods, on demand for public safety resources, on parking and traffic, and other municipal services; 3.2(r), (s)

Satisfactory,

Comments:

Under this Town Manager much has been done to reduce wild student behavior--the Blarney Blowout has been tamed, rental registration has slowed the conversion of owner occupied houses into student run houses, and there is prompt police response. The Town Manager has attended neighborhood meetings and been open to suggestions to protect a residential neighborhood from excess student impact. More needs to be done to preserve year round owner occupied houses, the bulwark of the neighborhood, on the bordering streets from excessive real estate speculation and student misbehavior. Traffic calming on Fearing Street still to be implemented. Historic and New England appropriate houses on the edge of the neighborhood, North Pleasant Street next to Kendrick Park, are still threatened with being torn down and replaced with high rise anonymous buildings for student housing, thus removing one more protective barrier that will weaken the structure of the residential neighborhood. These forces were put into play before the Town Manager was hired, but more vigilance and leadership from him is needed to preserve what remains.

Q81 Developing our partnership and strategies, through regular meetings, with Amherst College that reflect shared interests and concerns; 3.2(r), (s)

Commendable

Q82 Developing our partnership and strategies, through regular meetings, with Hampshire College that reflect shared interests and concerns; 3.2(r), (s)

Commendable

Town Council Members 2019 Evaluations of Town Manager

Q83 Pursuing actions of mutual benefit to the Town and the academic institutions including cooperative approaches that encourage “spin off” business development, the creative and innovation economies, and the arts and culture in Amherst; 3.2(r), (s)

Commendable,

Comments:

More needs to be done to connect the Town of Amherst to the arts and culture of the colleges and university.

Q84 Working with the institutions to facilitate the development of new student housing off-campus and on-campus; 3.2(r), (s)

Needs Improvement

Comments:

University dorms do not belong in Downtown Amherst. The Gateway concept of a seamless union of town and university is not in the interests of the history, culture, and independence of the Town of Amherst. Although town and gown are interdependent, Amherst should not be swallowed up by the university as has happened in so many college towns.

Q85 Reporting periodically on the ongoing efforts and plans of the University for improving the campus and campus life to encourage a constructive relationship between the students and the Town, including the plans and projects of the University Town of Amherst Collaborative (UTAC); 3.2(e), (r), (s)

Commendable

Q86 Reporting regularly on the UMass December 2015 Strategic Partnership Agreement (SPA). 3.2(e), (r), (s)

Satisfactory

Q87 Maintaining an awareness of developments and planning in nearby institutions and municipalities, and reporting on their activities that impact Amherst. 3.2(r), (s)

Satisfactory,

Comment:

I would like more advance information on the University's plans, especially on the new 1000 student dorm planned on or north of Lincoln Avenue.

Q88 Actively engage the community by providing information about Town successes and challenges. 3.2(t), (u), (v)

Commendable,

Comment:

Under the Town Manager the Town's Web site has greatly improved, providing more positive news of Amherst and its people in an easily accessible form.

Q89 Developing a strategy for a clear and manageable process for responding to public inquiries and requests. Encouraging effective and responsive communication by all directors and department heads so that a consistent process is provided at all levels of Town government. 3.2(v), 3.3(d)

Satisfactory,

Comment:

No response from public works on sidewalk and road complaints.

Town Council Members 2019 Evaluations of Town Manager

Q90 Ensuring that staff responds to committees, boards, and commissions that offer recommendations on plans or projects. In addition to acknowledging that input, follow up with action to be taken in response, or an explanation about why a recommendation may not be feasible. 3.2(b), (s)

Unable to Judge

Q91 Improving overall modernization and management of the volunteer committees, boards, and commissions system. 3.2(b), 3.3(d)

Unable to Judge

Q92 Summary Comments

Respondent skipped this question

Page 15: Helping to ensure that Amherst adheres to the principle of being a diverse community by:

Q93 Increasing diversity among staff, boards, and committees; 3.3(a), (b), (c), (d), 6.2, 9.12(e)

Satisfactory,
Comment:
The Town Manager is working hard to deal with this challenging task.

Q94 Reviewing our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community; 3.3(a), (b), 6.2

Satisfactory

Q95 Engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation; 3.2(u), (v), 3.3(c), (d),

Commendable

Q96 Promote efforts which seek to foster respect toward and among all employees, residents, and visitors in Amherst. 3.2(s), 3.3(d), 6.2

Commendable

Q97 Summary Comments

Respondent skipped this question

Page 16: Open Response // Comments

Q98 Feel free to comment on your assessment of how the Town Manager has supported the first 7 months of the transition to the Town Council

The Town Manager has devoted himself to orienting and educating the new Town Council, guiding it in its deliberations and actions. His presence has been encouraging and non-judgmental, providing a safe space for growth.

Town Council Members 2019 Evaluations of Town Manager

Q99 General Expectations: Feel free to comment on strengths or weaknesses in any of the following areas:

Professionalism	Community spirit	Leadership	Defends conviction under pressure
Enthusiasm	Openness to differing views/new information		
Accessibility	Resourcefulness	Setting priorities	Advocacy with State and Federal Government
Communication style	Crisis management	Listening skills	
Responsiveness	Public speaking	Facilities management	

Paul Bockelman is happiest when dealing with a crisis that draws upon his skills in analyzing, organizing, setting priorities, and responding to citizens in need, whether it is a fire in Senior Housing, or an "invasion" of the privileged SUV's onto the athletic fields. He is a manager with empathy and cares about the residents of Amherst.

He believes in management by "walking around," and he is a tall man walking! Sometimes that lends him an air of being able to see everything, sometimes, of distance. But in fact, he is very accessible, if always professional, and is open to listening to people's concerns and ideas.

When he speaks, he is responsive, to the point, and understandable, although sometimes it is not clear where his own thinking lies. It is a complicated dance between the Town Council and the Town Manager to determine what our vision is and how best to reach it. Perhaps Paul's greatest strength is as a strong fiscal manager and planner. The calm confidence he shows when he says we can build and repair our outmoded Town buildings is commendable and gives us, the Town Council, courage to proceed.

Page 17: Additional Comments

Q100 Comments

Respondent skipped this question

Q101 Comments

Respondent skipped this question

Q102 Comments

Respondent skipped this question

Q103 Summary Comments

Paul Bockelman is doing a great job as Town Manager; Amherst is lucky to have him at the helm.

#5

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Friday, July 26, 2019 3:20:46 PM
Last Modified: Monday, August 05, 2019 5:27:44 PM
Time Spent: Over a week
IP Address: 174.63.120.194

Page 1: Dear Town Councilor:

Q1 Town Councilor Name (First then Last):

Darcy DuMont

Page 2: Areas of Responsibility

Q2 Negotiate Host Community Agreements (HCAs) for two or more retail marijuana establishments, and additional HCAs for other non-retail adult-use businesses (e.g., independent testing lab, cultivator, product manufacturer, microbusiness) 3.2(i), (l), (x)	Satisfactory
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Q3 Submit MassWorks grant application for North Amherst 3.2(i), (k), (l)	Unable to Judge
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Q4 Publish Economic Development Plan prepared by PVPC via Community Compact Cabinet grant fund and Economic Development Director 3.2(s)	Satisfactory
--	---------------------

Q5 Plan the transition for the annual setting of the tax rate 3.2(i)	Satisfactory
---	---------------------

Q6 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education 3.2(i)	Satisfactory
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Q7 Negotiate contracts for emergency medical services with three remaining partners 3.2(o)	Satisfactory
---	---------------------

Q8 Update Select Board on the impact of our 07-01-18 move from our own health insurance trust to MIIA Health Benefits Trust 3.2(h)	Satisfactory
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Town Council Members 2019 Evaluations of Town Manager

Q9 Summary Comments

Some of the questions addressed to the former Select Board regarding actions before the Town Council was seated can still be answered by Town Council members. I left a few unanswered.

Page 3: Relationship with the Select Board (through December 3, 2018)

Q10 Complete outstanding Select Board Minutes 3.2(x)	Needs Improvement , Unable to Judge
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Q11 Advise Select Board of any issues with operation of seasonal homeless shelter that opens November 1, 2018 3.2(l), (x), (e)	Unable to Judge
---	------------------------

Q12 Advise Select Board of any police grants refused due to our Sanctuary Community status 3.2(e), (f)	Satisfactory
---	---------------------

Q13 Catalog Select Board Policies for review by the Select Board prior to providing them as reference documents to the Town Council 3.2(f), (v)	Unable to Judge
--	------------------------

Q14 Plan the transition from the Select Board as Local Licensing Authority (LLA) for new alcohol/liquor and common victualler applications, as well as annual renewals, to the new Board of License Commissioners, who you may nominate for Town Council-elect review prior to the Town Council taking office 12-03-18 10.7(q); 6.3	Satisfactory
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Q15 Summary Comments	Respondent skipped this question
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Page 4: Long Range Planning

Q16 Update Select Board on continued implementation of the Charter transition plan 10.7(b)	Unable to Judge
---	------------------------

Q17 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study, including updating Select Board 3.2(s)	Unable to Judge
---	------------------------

Town Council Members 2019 Evaluations of Town Manager

Q18 Ensure coordinated planning and resource allocation in the Amherst and Pelham preK-6 Regional School District Planning Board (RSDPB) process, including updating Select Board 3.2(r), (s)

Unable to Judge

Q19 Summary Comments

Respondent skipped this question

Page 5: Staff and Personnel Relations

Q20 While planning for new hires to be confirmed by the incoming Town Council, review our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community 3.2(m)

Unable to Judge

Q21 Develop a strategy and protocols for staff accepting and responding to communications from Town Councilors as well as from staff, and by all directors and department heads so that a consistent process is developed at all levels of Town government 3.2(a), (m)

Unable to Judge ,

Comment:

See comments below on this issue.

Q22 Summary Comments

Respondent skipped this question

Page 6: Community, Intergovernmental Relations, and Volunteer Committees, Boards, and Commissions

Q23 Establish 11-06-18 Early Voting at UMass that replicates the success of the four UMass sessions prior to the 2016 election
<https://www.amherstma.gov/2280/Early-Voting> 3.2(a), (c)

Unable to Judge

Q24 Propose a response to the Donohue Institute study of the cost of providing elementary and secondary education to residents of non-taxable University housing, especially in preparation for negotiation of next Strategic Partnership Agreement (SPA) 3.2(f), (r)

Unable to Judge

Q25 Propose the appropriate relationship between the University Town of Amherst Collaborative (UTAC) and the incoming Town Council 3.2(f), (r)

Unable to Judge ,

Comment:

UTAC has ceased to exist. Town Council should have an official liaison in the Strategic Partnership process.

Town Council Members 2019 Evaluations of Town Manager

Q26 Propose the appropriate relationship between the Town Council and Amherst College and Hampshire College 3.2(f)

Satisfactory,

Comment:

Same. I would like to see an official group including a liaison from the Town Council for ongoing negotiations with Amherst College.

Q27 Propose the appropriate relationship between the Town Council and the Campus and Community Coalition to reduce high-risk drinking (CCC) 3.2(f), (r)

Unable to Judge

Q28 Continue to engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation (e.g., Groff Park renovation meeting at apartment community room) 3.2(v), 3.3(d)

Satisfactory,

Comment:

The community participation officers are doing a great job, though focused more on getting people involved in community activities than on recruiting diverse voices to serve in Town Government.

Q29 Propose ways of increasing diversity in committee membership, as you will be appointing most committees with confirmation by Town Council 3.2(v), 3.3(c), (d)

Satisfactory,

Comment:

As stated above, we need to be doing more recruiting of diverse voices for our committees and boards.

Q30 Summary Comments

Respondent skipped this question

Page 7: Mid-term and Long-term FY18 Town Manager Performance Goals

Q31 Promoting efficiencies in Town structure and service delivery, including regionalization of services where appropriate, and maximizing effective use of CDBG, CPA, and other funds to offset allowed legal and administrative costs; 3.2(a), (b), (i), (l)

Satisfactory

Q32 Negotiating contracts, including the collective bargaining contracts, that reflect the community's needs and priorities; 3.2(o), (l)

Satisfactory,

Comment:

It sounds from the staff evaluations received that staff contracts haven't provided salaries and benefits to meet the cost of living. I look forward to ensuring that the evaluation process include a valid sample of staff opinion in the future.

Town Council Members 2019 Evaluations of Town Manager

Q33 Pursuing sustainable and appropriate development to increase the percentage of tax revenue generated from commercial property, and to reduce the burden on residential property owners. 3.2(i), (f)

Satisfactory,

Comment:

I look forward to the updated Master Plan clarifying what we mean by sustainable and appropriate development.

Q34 Summary Comments

Respondent skipped this question

Page 8: Develop Strategies for the Long-term Financial Health of the Town: 3.2(f)

Q35 Reviewing and assessing on an on-going basis the Town's current strategies for handling long range post-employment benefit program (OPEB) obligations; 3.2(f), (i), (h)

Satisfactory

Q36 Developing strategies to maintain an excellent bond rating; 3.2(h), (i), (j)

Satisfactory

Q37 Working with the legislature to adopt policies in line with our goals and values. 3.2(f), (r), (s)

Satisfactory

Q38 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education. 3.2(i)

Satisfactory

Q39 Develop strategy and provide leadership to implement funding for the major capital projects: Fire Station, DPW Facility, Elementary Schools, and Jones Library. 3.2(f), (i), (v), (t), 5.5(b)

Satisfactory,

Comment:

I look forward to the Town Council discussion around whether and how we can fund 4 major capital projects.

Q40 Summary Comments

Respondent skipped this question

Page 9: Areas of Responsibility

Q41 Prepare the annual budget in conformance with the Select Board Budget Policy Guidelines. 3.2(i), 5.4(b)

Satisfactory

Town Council Members 2019 Evaluations of Town Manager

Q42 Effectively administer the adopted budget. 3.2(a), (c), (h)

Satisfactory,

Comment:

I look forward to the Town Manager being more flexible and amenable to suggested changes in the budget, and aware that funds that have made it into the budget should be spent when and how they were intended. One example: Getting the Manager to spend the money budgeted for summer PVTA services should not have been like pulling teeth. It should not have needed multiple public comments and articles in the Gazette to get action.

Q43 Summary Comments

Respondent skipped this question

Page 10: Relationship with the Town Council:

Q44 Providing regular communications to the Town Council about matters relevant to their responsibilities and concerns, including changes and additions to Town programs and initiatives; 3.2(d), (e)

Satisfactory

Q45 Responding to communications from members of the Town Council in a timely manner; 3.2(d)

Satisfactory,

Comment:

Timely, but opaque. I am looking forward to receiving more detailed responses and having access to department heads and other staff.

Q46 Recognizing issues or changes with a direct or significant impact on the community, and that falls within the Town Council's authority to provide feedback; 3.2(e)

Satisfactory,

Comment:

If the issue or change is a "measure requiring action or development of a policy", the Town Council provides approval of recommendations, not "feedback".

Q47 Allowing the Town Council opportunity to provide feedback on changes to policy and practice or new initiatives before implementation; 3.2(e), (f)

Satisfactory,

Comment:

I will assume this question means: "Requests approval from the Town Council of recommendations regarding new initiatives, or changes to policy or practice". The Town Manager doesn't have the authority under the Charter to change policy on his own.

Town Council Members 2019 Evaluations of Town Manager

Q48 Ensuring that all members of the Town Council are aware of anything significant before it appears in the media. 3.2(e)

Satisfactory

Q49 Beginning the process of cataloging Town Council policies for review by the Board with the intent to assemble them in a coherent and publicly available format. 3.2(f), (v)

Needs Improvement ,

Comment:

Looking forward to this happening!

Q50 Summary Comments

Respondent skipped this question

Page 11: Long Range Planning

Q51 Continuing to revise and update the 07-16-16 Facilities Profiles (former goal known as "Building Assessment Report"). Provide at least a semi-annual review of the document with the Town Council to make them aware of changes or proposed changes in the buildings' use, benefit or liability to the Town, and recommendations for retaining ownership. 3.2(k), (i), (f) 5.5(b)

Unable to Judge ,

Comment:

I haven't seen this document but look forward to doing so.

Q52 Developing a policy for the disposition, reuse or disposal of surplus Town property (e.g., East Street School). 3.2(k), (f)

Satisfactory

Town Council Members 2019 Evaluations of Town Manager

Q53 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)

Satisfactory,

Comment:

We have accomplished many green initiatives, including the great BikeShare program, installation of EV chargers, our participation in the Majors Climate Compact, Solarize Amherst and several Green Communities grant programs. I look forward to the Town Manager being on the forefront of the about to be launched climate action campaign. Such a campaign might include: 1) hiring based on a sustainability screen: knowledge of and commitment to our transition to 100% renewable energy, 2) making all purchasing policy and planning decisions on our commitment to that transition, 4) avoiding investment in new fossil fuel powered heating and cooling, and in fossil fuel powered vehicles, 5) joining a regional Community Choice Aggregation entity will help with our GHG emission reduction efforts while also bringing in revenue, 6) supporting the development of local renewables including accelerating solar on the landfill and solar canopies on the high school parking lot. Let's explore solar for all of our town buildings, parking lots and brownfields. 7) educating our residents so that they understand and support a town-wide climate action campaign. The Town Manager has done a great job in expressing the over arching value of sustainability in our Master Plan. I look forward to him supporting and defending the zero energy bylaw as it is put into action on the implementation of our first capital project. And making sure sustainability/zero energy concerns are among the first questions we ask about any new initiative. On Refuse and Recycling, we need a revived Committee, and a Refuse and Recycling Coordinator to replace the one we lost. also need to put out an RFP for one trash hauler that can provide both double stream recycling and curbside composting.

Q54 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)

Satisfactory

Q55 Supporting the preservation, maintenance and creation of housing that is safe, decent, and affordable for low- and moderate-income individuals and families, including: 3.2(s), (x)

Satisfactory,

Comment:

It is great that the TM advocated successfully for the SRO housing on Northampton Road.

Town Council Members 2019 Evaluations of Town Manager

Q56 Reviewing and assessing on an on-going basis the Town's status on the State's Subsidized Housing Inventory (SHI), and anticipating factors impacting our SHI percentage in the short- and long-term; 3.2(c), (x), (f)

Satisfactory

Q57 Reporting periodically on the operation of the seasonal shelter and recommending changes to any written agreements as needed. 3.2(l), (x), e

Satisfactory

Q58 Preparing materials and information as needed in advance of the March 2018 Charter Vote. Creating and implementing a transition plan based on the outcome of the Charter Vote. 10.7(b)

Satisfactory,

Comment:

I have been extremely impressed about the work the Town Manager has done to create and implement a transition plan to the new form of government.

Q59 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study. 3.2(s)

Satisfactory,

Comment:

My understanding is that this committee did receive town resources but that the work of the committee wasn't adequately communicated to either the Town Council or the School Committee until very late in the game.

Q60 Periodically review and update a staffing plan that suggests the optimal number and types of positions in each department to best address current service levels and key needs, and serves as a framework for prioritizing recommendations for future hiring. Recommendations for new positions should include the full cost of each position, including post-employment and other benefits. 3.2(a), (m), (n), 6.1

Unable to Judge

Comment:

I very much look forward to seeing this.

Q61 Summary Comments

Respondent skipped this question

Page 12: Improving public infrastructure and spaces:

Q62 Prioritizing and implementing repairs to sidewalks, multi-use paths, roadways, parking areas, and intersections; 3.2(i), (k), 5.5(b)

Needs Improvement

Comment:

Road and sidewalk repairs need more attention/funding. The new application allowing people to report a problem is a good way to fairly deep track of complaints.

Town Council Members 2019 Evaluations of Town Manager

Q63 Reviewing and following up on actions recommended by the Transportation Advisory Committee (TAC); 3.2(i), (k), 5.5(b)

Needs Improvement

Comment:

It is unclear how projects are prioritized. The Station Road temporary bridge is an example. How was this prioritized over other projects that present more apparent safety concerns? We don't want to be making decisions based on the squeakiness of wheels.

Q64 Planning and implementing improvements to public areas, including parks, commons, and greenways so that they are safe, attractive, and contribute to our quality of life; 3.2(i), (k), (p), 5.5(b)

Satisfactory,

Comment:

Groff Park is looking good!

Q65 Planning and implementing maintenance and improvements in the downtown and village centers, including working with Town staff and the Business Improvement District (BID) to assess capital needs, to implement improvements, and to complete current projects (e.g., downtown way finding system). 3.2(i), (k), (s), 5.5(b)

Satisfactory,

Comment:

Generally satisfactory, but need to be more responsive to businesses and residents who want an end to parking enforcement after 6 PM. That would make the downtown more people friendly and in keeping with other valley towns. We can find other ways to make up the revenue.

Q66 Report on the review of LSSE program options and the associated fee structures to ensure that there are appropriate affordable recreation opportunities. 3.2(a), (e), (f), (p)

Satisfactory

Q67 Planning for I-Net replacement in conformance with October 2016 Comcast contract. 3.2(i), (k), (j), 5.5(b)

Satisfactory

Q68 Explore whether the replacement of the I-Net with a wholly Town owned communication network provides an opportunity to create an enterprise fund for the purpose of providing high-speed internet access to the whole community. 3.2(f), (i), (s)

Unable to Judge

Q69 Summary Comments

Respondent skipped this question

Town Council Members 2019 Evaluations of Town Manager

Q70 Maintaining high staff morale by working toward a positive work place culture that includes diversity, civility, mentoring and receptivity to new ideas and innovations; 3.2(a), (b), (m)

Unable to Judge ,

Comment:

I hope that in the future we can ensure that most staff submit Town Manager evaluations. There is some indication in the majority of comments received that there are problems with staff morale but it's impossible to tell whether this is a general problem. I also look forward to a freer communication flow between the Town Council and Town Manager/Departments. If the Town Councilors had more interaction with the Departments, Councilors would know a lot more about what's going on. Let's drop the prohibition to Town Councilors to speak with Department Heads. That made sense in the first 6 months with the 13 of us Councilors, but we are now more seasoned and won't barrage the Department Heads with questions. It makes sense to be able to contact Department Heads and staff directly as long as we copy the Town Manager. This would make for a more holistic relationship that would benefit all, including residents. I

Q71 Increasing communication with staff at all levels, to inform, engage and solicit feedback, in particular developing a strategy and protocols for accepting and responding to communications from staff. 3.2(a), (b), (m)

Unable to Judge ,

Comment:

We need to hear from a majority of the staff about these important issues.

Q72 Encourage a similar framework of communication be implemented by all directors and department heads so that a consistent process is developed at all levels of Town government; 3.2(a), (b), (m)

Unable to Judge ,

Comment:

Ditto.

Q73 Encouraging communication between departments to improve cooperation and coordination of services, and to foster pride in accomplishments across all areas of Town government; 3.2(a), (b), (m)

Unable to Judge ,

Comment:

Ditto

Q74 Recruiting, retaining, and assigning the best qualified personnel; 3.2(w), 3.3(a), (b), 6.2

Satisfactory,

Comment:

Generally satisfactory. But it hit the Council hard that our stellar town clerk left after only 6 months. She made it clear in her testimony to the Finance Committee that we needed an additional position for Clerk of the Council.

Town Council Members 2019 Evaluations of Town Manager

Q75 Modeling and fostering attitudes of helpfulness and courtesy toward the public; 3.2(v), (t)	Satisfactory
Q76 Encouraging a workplace culture of improved service delivery; 3.2(a), (b), (m)	Unable to Judge
Q77 Providing adequate resources, including time, equipment, and professional development, for staff to be effective and successful; 3.2(a), (b), (i)	Unable to Judge , Comment: Several staff evaluations stated that more professional development is needed. Again, only 30 evaluations were received so we are unable to judge whether this is a problem across the board.
Q78 Providing periodic updates on progress of action steps identified in the July 2015 Human Resources Audit. 3.2(a), (b), (i)	Unable to Judge
Q79 Summary Comments	Respondent skipped this question

Page 14: Community, Intergovernmental Relations, and Volunteer Committees, Boards and Commissions

Q80 Mitigating the impacts of a significant student population on neighborhoods, on demand for public safety resources, on parking and traffic, and other municipal services; 3.2(r), (s)	Satisfactory
Q81 Developing our partnership and strategies, through regular meetings, with Amherst College that reflect shared interests and concerns; 3.2(r), (s)	Satisfactory, Comments: Though staff has been meeting with Amherst College on specific issues, I look forward to the creation of an official town team that will regularly meet with Amherst College, including a Town Council liaison.
Q82 Developing our partnership and strategies, through regular meetings, with Hampshire College that reflect shared interests and concerns; 3.2(r), (s)	Satisfactory
Q83 Pursuing actions of mutual benefit to the Town and the academic institutions including cooperative approaches that encourage "spin off" business development, the creative and innovation economies, and the arts and culture in Amherst; 3.2(r), (s)	Satisfactory, Comments: Much more could be done in this area.

Town Council Members 2019 Evaluations of Town Manager

Q84 Working with the institutions to facilitate the development of new student housing off-campus and on-campus; 3.2(r), (s)

Satisfactory,

Comments:

I have appreciated getting information about the possibility of a public private partnership around new on campus housing. I look forward to the Community Resources Committee and Council having a full discussion of any plan to house the projected 10,000 new UMass students anywhere other than on campus.

Q85 Reporting periodically on the ongoing efforts and plans of the University for improving the campus and campus life to encourage a constructive relationship between the students and the Town, including the plans and projects of the University Town of Amherst Collaborative (UTAC); 3.2(e), (r), (s)

Satisfactory

Q86 Reporting regularly on the UMass December 2015 Strategic Partnership Agreement (SPA). 3.2(e), (r), (s)

Satisfactory,

Comment:

Again, I look forward to a Town Council liaison being added to the Strategic Partnership group.

Q87 Maintaining an awareness of developments and planning in nearby institutions and municipalities, and reporting on their activities that impact Amherst. 3.2(r), (s)

Satisfactory

Q88 Actively engage the community by providing information about Town successes and challenges. 3.2(t), (u), (v)

Commendable,

Comment:

The bi weekly Town Manager report is very helpful.

Q89 Developing a strategy for a clear and manageable process for responding to public inquiries and requests. Encouraging effective and responsive communication by all directors and department heads so that a consistent process is provided at all levels of Town government. 3.2(v), 3.3(d)

Needs Improvement ,

Comment:

I look forward to the implementation of such a process, more than Amherst Connect.

Q90 Ensuring that staff responds to committees, boards, and commissions that offer recommendations on plans or projects. In addition to acknowledging that input, follow up with action to be taken in response, or an explanation about why a recommendation may not be feasible. 3.2(b), (s)

Unable to Judge ,

Comment:

I haven't seen enough examples of this to judge.

Town Council Members 2019 Evaluations of Town Manager

Q91 Improving overall modernization and management of the volunteer committees, boards, and commissions system. 3.2(b), 3.3(d)

Satisfactory,

Comment:

I very much look forward to seeing timely and regular postings of both Town Council and Town Manager committee meetings that are videoed in the Town Room - on the Town You Tube Channel.

Q92 Summary Comments

Respondent skipped this question

Page 15: Helping to ensure that Amherst adheres to the principle of being a diverse community by:

Q93 Increasing diversity among staff, boards, and committees; 3.3(a), (b), (c), (d), 6.2, 9.12(e)

Satisfactory,

Unable to Judge ,

Comment:

Finding diverse applicants has been a huge challenge, so when I check "satisfactory", that doesn't mean we are attaining diversity on our committees and boards. It means the Manager is trying. I look forward to at least getting more diverse voices on our boards and committees.

Q94 Reviewing our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community; 3.3(a), (b), 6.2

Unable to Judge ,

Comment:

I am unaware that this has happened.

Q95 Engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation; 3.2(u), (v), 3.3(c), (d),

Satisfactory,

Comment:

I look forward to more outreach and education, and a more accessible website.

Q96 Promote efforts which seek to foster respect toward and among all employees, residents, and visitors in Amherst. 3.2(s), 3.3(d), 6.2

Satisfactory

Q97 Summary Comments

Respondent skipped this question

Page 16: Open Response // Comments

Town Council Members 2019 Evaluations of Town Manager

Q98 Feel free to comment on your assessment of how the Town Manager has supported the first 7 months of the transition to the Town Council

I am in awe of Mr. Bockelman's skills in having overseen the first 7 months of the Town's transition while also very competently running our very complicated day to day operations. I look forward to the Council discussing the changes we might want to make to the Charter based on the relative power of each "branch" of our town government. Right now, the Town Manager has a fairly large amount of power to make policy through his control of the budget, appointment, hiring and other processes. If we want our executive to have that much power, we might want to consider changing to a Council/ Mayor form of government, so that the person making major policy decisions on behalf of the town is elected by the residents.

Q99 General Expectations: Feel free to comment on strengths or weaknesses in any of the following areas:

Professionalism	Community spirit	Leadership	Defends conviction under
pressure	Enthusiasm	Openness to differing views/new information	
Accessibility	Resourcefulness	Setting priorities	Advocacy with State and Federal
Government	Communication style	Crisis management	Listening skills
Responsiveness	Public speaking	Facilities management	

Strengths: Breadth of knowledge of every department's subject area; accessibility, crisis management, extremely hard-working, committed to Amherst

Page 17: Additional Comments

Q100 Comments

Respondent skipped this question

Q101 Comments

Respondent skipped this question

Q102 Comments

Respondent skipped this question

Q103 Summary Comments

Respondent skipped this question

#6

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Friday, August 02, 2019 5:10:54 PM
Last Modified: Monday, August 05, 2019 6:07:09 PM
Time Spent: Over a day
IP Address: 24.91.31.206

Page 1: Dear Town Councilor:

Q1 Town Councilor Name (First then Last):

Cathy Schoen

Page 2: Areas of Responsibility

Q2 Negotiate Host Community Agreements (HCAs) for two or more retail marijuana establishments, and additional HCAs for other non-retail adult-use businesses (e.g., independent testing lab, cultivator, product manufacturer, microbusiness) 3.2(i), (l), (x)

Satisfactory,

Comment:

Amherst was slower than Northampton to have agreements in place and opening. And it was unfortunate the Rise opened after UMass adjourned for summer vacation. I am not sure what contributed to the delay but it was good to see progress. However, I worry that Amherst and the Town Manager have put such a premium on revenues from this source, including devoting substantial time of the Town's one person Econ Dev office to this pursuit. We are likely to have a saturation of choices over the coming years. And new medical evidence plus public safety - driving while stoned - will present challenges. Hopefully, the new revenue will be a net gain for the town - accounting for cost of staffing resources.

Q3 Submit MassWorks grant application for North Amherst 3.2(i), (k), (l)

Satisfactory,

Comment:

This was submitted, although not awarded. I have read the grant - although I have not yet received the attachments showing what was proposed. Indeed, in recent discussions with lead staff and Paul it was not clear if the proposal reflected the public forums (2011 and 2015) or not. See summary comments below for need for better "teamwork" and building on past staff and public participation efforts

Town Council Members 2019 Evaluations of Town Manager

Q4 Publish Economic Development Plan prepared by PVPC via Community Compact Cabinet grant fund and Economic Development Director 3.2(s)

Satisfactory,

Comment:

This was done. But what then happened? Has there been follow-up to implement any of the suggested ideas? I rated satisfactory because the stated goal was to public a plan. More important would be whether it was useful, informed strategic efforts, yielded new information. I attended some of the Forums but have not seen any actions flowing from this effort. Perhaps we need an Economic Development work group or committee? The topic has been absent from the agenda.

Q5 Plan the transition for the annual setting of the tax rate 3.2(i)

Satisfactory,

Comment:

This was done, I assume on time.

Q6 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education 3.2(i)

Commendable,

Comment:

Working with the Chair of Finance and others, this effort succeeded in getting a short term - one year - agreement. Next year may prove to be more difficult. I assume Paul's leadership with instrumental, but this was a team effort. So I am rating the "team."

Q7 Negotiate contracts for emergency medical services with three remaining partners 3.2(o)

Satisfactory,

Comments:

This was done. But there may be more that could be done to enhance the budget for emergency services by addressing use by two establishments for the elderly/aging. The Arbors and Applewood. This came up during budget discussions. I would like to know more about efforts - potential policy steps - to have the Arbors at least pay for repeated use of Amherst EMT for "lift and assist". Are there legal challenges to an assisted living establishment not providing or paying of such services. Do we have an accounting? Could we also charge Applewood a fee? (Somewhat different as independent living, but this is a public service because the facility does not have liability insurance nor train staff). UMass closing its health clinic during weekends and evening hours with "overnight" beds, may also have increased reliance on Amherst EMT. Has the town raised this issue? I learned of it from several home-based at risk residents.

Town Council Members 2019 Evaluations of Town Manager

Q8 Update Select Board on the impact of our 07-01-18 move from our own health insurance trust to MIIA Health Benefits Trust 3.2(h)

Commendable,

Comment:

I rated commendable because this happened with positive results. I assume the Select Board was informed.

Q9 Summary Comments

The following are over-arching comments on Fiscal Management rather than "summary comments. Compared to some earlier years, this was a relatively "easy" year for Amherst in terms of staying within the FY19 budget and passing a FY20 budget with few controversial or stressful decisions. Thanks to the change in health insurance, the town benefited from very low (less than 1%) increase in health insurance costs and thus could provide modest wage increases and avoid staff cuts.

Paul succeeded in meeting deadlines to present the FY20 budget to the Town Council and several public forums. He attended the Finance, JCPC, public meetings and was well prepared to answer questions while also giving staff an opportunity to present and respond.

In terms of Fiscal Management, I thus rate the overall TM performance as satisfactory.

I did not rate ST Fiscal Management overall as "commendable" because I have some concerns based on interactions this year and looking forward.

In part this stems from a public face of wanting to bring and give "good news" rather than confront the Council and residents with the tough choices ahead. I also found the budget process quite odd – we held a public forum in April with FY19 rather than FY20 data – and provided little information about issues of potential concern. At that time we had second quarter data and could have provided more issues for discussion.

I see the following areas as needing improvement – short term and long term.

Inefficient processes to make expensive fiscal decisions: I found the JCPC process inefficient in that each department presented a wish list even though Paul had alternative views. For example, DPW presented an array that would have significantly reduced spending on roads and side-walks and instead purchased multiple vehicles. At the same time, Paul was asserting a commitment to roads/sidewalk publicly and to the Council. The DPW proposal array was later changed to reflect strong public views and needs – with no apparent detriment to the ability of DPW to continue with its existing fleet (some 80 vehicles). There were other instances following this pattern – department presents and TM over-rides. In effect, this meant the JCPC committee spent hours on discussions of specific items. Time that could more productively have been used on examination of a multiple year budget or over-arching questions about vehicle inventory and justification across all departments.

The final decisions for FY20 made sense and were well received by the public. However, if one looks at FY21 and out years, the "plan" presented to the public has major annual deficits. It continues to promise everything to everyone – vehicles, North Commons, senior center, new buildings, roads (although this drops substantially). Short and long-term I see this a flawed fiscal management. Hopefully, we will develop a different approach for FY21 and beyond.

Staying informed about key Revenue Sources/Issues: During the past 7 months, we have also heard little about goals for the UMass strategic agreement or other strategic efforts to secure revenue sources from Amherst and UMass. Nor how the Town might take steps to implement or act on areas/issues in the published Economic Development plan. Plans without strategies to follow-up do little to add value.

I read the Donahue report and emailed the author to ask if they had considered the broader issue of whether some of the UMass housing for families and apartments could be considered taxable. Commercial – rather than educational – use. Many of the families with children live in these apartments. There might be opportunities for a strategic discussions with some councilors about such broader policies.

Notably, believe Smith College contributes large "PILOT" payments to Northampton than Amherst or UMass. The University of Vermont

Town Council Members 2019 Evaluations of Town Manager

also contributes substantial support to Burlington. Is there more we could be doing? The success in securing an offer of land from Amherst College is excellent – they clearly want the fire station.

But more generally, this issue has been absent from Council discussions, or to my knowledge small group discussions. UMass contributing more – and joint ventures and Amherst contributing more comes up regularly in discussions with residents.

Internal Interactions on Fiscal issues: I have very little information about fiscal oversight of spending. Based on concerns expressed by staff in public safety (the survey) and public statements, there appear to be some areas with shortages and losing key people after the town invests in training. Should we be allocating a larger share of the operating budget to these areas? Could schools operate with a tighter budget?

Lack of full information to inform Council decisions: During the past 7 months, there have been a few instances where we had less than full information. For example, during the discussions of a temporary bridge for Station road, we not informed that this would likely jeopardize chances of securing a grant for a permanent bridge from the State. We might have made a different decision with this information. The permanent bridge is on the longer-term books for \$1 Million although we were told this would only proceed if a grant paid for half.

Oversight to Assure Team work on fiscal issues: It is not clear to me whether the Manager requires internal discussion when looking at potential expensive projects nor whether there is close attention to the content or timing of contracts to secure outside professional advice/analysis that addresses views of the public and other department leaders. For example, DPW contracted with an engineering firm for a \$40,000 “study” of traffic flow in the North Amherst intersection with multiple scenarios. The contract terms apparently did NOT:

1. Require any new data, the firm simply input existing data into a computer algorithm
2. Did not consider pedestrian, bus or bike “traffic” despite Amherst commitment to “complete” streets.
3. Did not discuss how much land would need to be purchased to achieve each scenario: which houses, frontage or the costs
4. Did not build on the 2 Public Forums 2011 and 2015 where residents had clear preferences for traffic light solutions. And were told new footpaths and bike ways would be integral to any new configuration
5. Did not provide accurate pictures (scale) of the existing roads. One picture was false in that it was a photo that showed 3 lanes in a road that together were considerably wider than the existing road.
6. The conclusion that 2 rotaries/roundabouts would be a preferred design, ignored the internal data about locating this so close together and the poor “fit”

When I asked in a one-on-one meeting with DPW thought Conservation and Planning leaders would agree with the emphasis on the roundabouts the answer was an honest “no”. Why spend this on a study without a team to set parameters and questions? The Town Manager knew this was a high-priority issue for North Amherst residents, developments, and Councilors. Why not better oversight or requirement of a “team” internally – with a shared vision? In terms of short term “fiscal” management – to large extent the \$40,000 yielded little new insight.

Page 3: Relationship with the Select Board (through December 3, 2018)

Q10 Complete outstanding Select Board Minutes 3.2(x)

Needs ,
Improvement

Comment:

The most recent minutes posted on the Town Website are for May 9, 2018. These were not posted until July. Where are minutes of other meetings? The Select Board met though November 2018.

Town Council Members 2019 Evaluations of Town Manager

Q11 Advise Select Board of any issues with operation of seasonal homeless shelter that opens November 1, 2018 3.2(l), (x), (e)

Needs Improvement

Comment:

This rating is based on updates to the Council not Select Board. With three key staff resigning, there have clearly been issues at the seasonal shelter. I am not sure how Paul relates to this service or whether this is more the purview of the Housing Trust or others. But, the abrupt departure signals a need for better information about issues with the seasonal shelter.

Q12 Advise Select Board of any police grants refused due to our Sanctuary Community status 3.2(e), (f)

Satisfactory,

Comment:

Based on Paul's self-evaluation there were no refusals. The goal says "advise the Select Board". My rating is on the lack of negative impacts.

Q13 Catalog Select Board Policies for review by the Select Board prior to providing them as reference documents to the Town Council 3.2(f), (v)

Satisfactory,

Comment:

We received a selection of policies. However, there has not been a discussion about the policies.

Q14 Plan the transition from the Select Board as Local Licensing Authority (LLA) for new alcohol/liquor and common victualler applications, as well as annual renewals, to the new Board of License Commissioners, who you may nominate for Town Council-elect review prior to the Town Council taking office 12-03-18 10.7(q); 6.3

Commendable,

Unable to Judge

Comment:

This transition took place smoothly. The new licensing process appears to be working well from various reports. However, we might want an update in the Fall.

Q15 Summary Comments

To large extent the "goals" in this section relate to the Select Board. With the exception of minutes, all the actions appear to have occurred.

Page 4: Long Range Planning

Q16 Update Select Board on continued implementation of the Charter transition plan 10.7(b)

Unable to Judge

Town Council Members 2019 Evaluations of Town Manager

Q17 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study, including updating Select Board 3.2(s)

Satisfactory,

Needs Improvement ,

Comment:

I rated satisfactory the coordinated planning/resource allocation but the follow up needs improvement. The Fort River Feasibility Study produced useful information yet the Council has not yet been briefed on the final results. I attended several meetings and was impressed by the extensive work done on behalf of the Town. This was an expensive Study - the follow up needs improvement. I believe there is a final report. A joint presentation to the School Committee and the Council, with public announcement, would be of value and interest.

Q18 Ensure coordinated planning and resource allocation in the Amherst and Pelham preK-6 Regional School District Planning Board (RSDPB) process, including updating Select Board 3.2(r), (s)

Satisfactory,

Comment:

Coordination and resource allocation appear to have occurred based on the final report and meeting. However, up until the final meeting there was little information provided to the Council. I have no idea if the Select Board was kept up to date. The Council was not.

Q19 Summary Comments

Many of these goals ask us to rate whether the action happened or not. But not whether there was information generated that is of value to Amherst and internal planning. Long-range planning depends on useful information and briefing the Council and Public on findings. This did not always occur with the listed projects.

Town Council Members 2019 Evaluations of Town Manager

Q20 While planning for new hires to be confirmed by the incoming Town Council, review our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community 3.2(m)

Needs ,
Improvement
Unable to ,
Judge

Comment:

I rated needs improvement based on the "diversity" of recent hires and the loss of some front line staff reported by public safety. However, I have no idea whether a review occurred and whether any actions were taken to assure retention of top quality staff or to ensure a workforce that reflects the diversity of the Amherst community. Has there been outreach for job searches? Are there training and skills opportunities for staff to move up or into positions with the town? With the exception of reports from police, fire and ambulance we appear to retain staff. Staff recruitment and retention efforts, diversity efforts topics have not come up before the Council. I also do not know how we define diversity in terms of staff: visually our staff has few minorities in leadership roles (counting Asian, Hispanic, and African/American black. In general, I think the people who work for Amherst are excellent and hard working. And for the most part very accessible. How does our turnover compare with other towns? This is a tight labor market.

Q21 Develop a strategy and protocols for staff accepting and responding to communications from Town Councilors as well as from staff, and by all directors and department heads so that a consistent process is developed at all levels of Town government 3.2(a), (m)

Satisfactory,

Comment:

This is improving. Initially, the Town Manager was a road-block to direct communication by Councilors with staff and staff communicating/responding directly. I am not sure whether or not there is a "consistent" process - or whether some Councilors enjoy preferred status. Initially, I had less contact than before elected. And residents were told to go through their Councilor - but that path was also blocked. This is improved and I hope continues to evolve in ways that protect and respect staff and department head time while enabling communications and responsiveness. This is needed or Paul becomes a gateway and potential bottleneck. And his valuable time is consuming simply be "approving" direct interaction. Administrative, IT and various Department heads, along with Paul have clearly been working extra hours to accommodate 13 Councilors. I hope that in the next 6 months, we will have developed efficient strategies and responsive protocols that at one ease stress on staff and enable more effective, productive relationships with Councilors.

Q22 Summary Comments

Based on the sample of staff comments we received in the staff survey, I think we need to know more about staff morale, work-loads, and interactions. Although just a sample, some themes emerged - including new internal HR processes. The Council has consumed an enormous share of Paul's time including evenings. We might want to do an end of first year assessment (January) on whether some of the stress and concerns have eased.

Page 6: Community, Intergovernmental Relations, and Volunteer Committees, Boards, and Commissions

Q23 Establish 11-06-18 Early Voting at UMass that replicates the success of the four UMass sessions prior to the 2016 election
<https://www.amherstma.gov/2280/Early-Voting> 3.2(a), (c)

Satisfactory,

Comment:

This happened. I have no idea if it replicates a "success"?

Q24 Propose a response to the Donohue Institute study of the cost of providing elementary and secondary education to residents of non-taxable University housing, especially in preparation for negotiation of next Strategic Partnership Agreement (SPA) 3.2(f), (r)

Unable to Judge

Comment:

I read the Donahue report. I contacted the lead author to ask if they had also looked at the issue of tax-example status of North Village and whether it could be considered "commercial" and taxable. It is next-door to Pufton village. Although on University land. hey said this was a broader, interesting question. I have no idea how Paul intends to use the results. One could also raise this issue about some of the dining/bookstores and other commercial activities that UMass has embedded on campus. Many of these directly compete with town commercial activities. Black Sheep, Antonio's and other local vendors were not invited to offer on campus.

Q25 Propose the appropriate relationship between the University Town of Amherst Collaborative (UTAC) and the incoming Town Council 3.2(f), (r)

Unable to Judge

Comment:

Paul's self-evaluation says this is inactive. Was it useful? Should it be revived?

Town Council Members 2019 Evaluations of Town Manager

Q26 Propose the appropriate relationship between the Town Council and Amherst College and Hampshire College 3.2(f)

Needs ,
Improvement

Comment:

To my knowledge, there is no relationship between the Town Council and Amherst College/Hampshire. Paul indicates personal and lead town staff relationships and discussions. And his personal involvement with Hampshire has been commendable. As was the securing of an offer Amherst owned land for a potential DPW. I think there might be a potential for more leverage of Amherst College support in the future if done quietly, with former alum (some Amherst residents) and examples of other institutions such as Williams and Smith College gift support of town. For example, Williams support of a new elementary school. Is there a vision or strategy?

Q27 Propose the appropriate relationship between the Town Council and the Campus and Community Coalition to reduce high-risk drinking (CCC) 3.2(f), (r)

Unable to ,
Judge

Comment:

Paul indicates this is "in flux". Was it productive? Can more be done? Is there a need for a similar effort with marijuana in the future? Driving? Etc.

Q28 Continue to engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation (e.g., Groff Park renovation meeting at apartment community room) 3.2(v), 3.3(d)

Satisfactory,

Comment:

Paul and staff time have clearly been stretched thin to support the new government, Council and a back-log of Committee and board appointments. Coffee outreach, the new CPO team, resident advisors, and various activities all attest to efforts. Yet, it is not clear yet how effective these efforts have been. The clean up day in North Amherst was almost a "secret" - I recruited a few people the day before as none had heard of the event. There may be a way to have a general "community" event alert sign up that would capture all such events. And posting in the Bulletin and also on the front-webpage. It will also be helpful to have the Resident Advisory group report at some point on their own perceptions of outreach.

Town Council Members 2019 Evaluations of Town Manager

Q29 Propose ways of increasing diversity in committee membership, as you will be appointing most committees with confirmation by Town Council 3.2(v), 3.3(c), (d)

Needs ,
Improvement

Comment:

Was there a proposal? This clearly continues to be a challenge. Is there a plan for different approaches going forward - notices to parents of school age students? Posting at various community bulletin boards - paper? Other?

Q30 Summary Comments

Paul has an extensive workload and this year his time has been stretched thin with the addition of helping set up and staff a new Government and Town Council. The extra effort to staff new outreach efforts, relationships with UMass, Amherst and Hampshire, interview/appoint Committees and take person time for having coffee events around town are all commendable.

But each also has room for improvement. It is not clear to me whether we are taking advantage of the 3-person resident "advisory" team set up the Charter. Nor whether there are small informal groups working with Paul and senior staff on UMass and Amherst college relationships and securing funding and other support of Amherst.

Personnel: I also think the Council little insight regarding internal staff morale, personnel or other issues. The sample of reviews we received raised multiple issues – with a high percentage of negative comments. Yet, it is difficult to judge whether the concerns are more broadly shared or not. Staff I have personally interacted with have all been enthusiastic, generally responsive, and knowledgeable. But this has been a very small sample and the topic has rarely been job satisfaction working for Amherst.

The Select Board clearly had a different relationship with Paul on these issues. What is envisioned or possible for the Council?

Page 7: Mid-term and Long-term FY18 Town Manager Performance Goals

Q31 Promoting efficiencies in Town structure and service delivery, including regionalization of services where appropriate, and maximizing effective use of CDBG, CPA, and other funds to offset allowed legal and administrative costs; 3.2(a), (b), (i), (l)

Satisfactory,

Comment:

Based on Paul's self-evaluation, there have been a range of specific actions - including drawing on CDBG and CPA to support Town administration and negotiating regional ambulance agreements with 3 towns. However, I have no ways of evaluating the extent to which we have promoted "efficiencies" in town structure and service delivery. We have asked some staff to take on new tasks. However, in one instance (Town Clerk) this resulted in losing a very talented, valuable staff person. I also do not know what efforts have been pursued for "regionalization" - beyond the Pelham-Amherst elementary school efforts. This might be a good topic for Finance.

Q32 Negotiating contracts, including the collective bargaining contracts, that reflect the community's needs and priorities; 3.2(o), (l)

Satisfactory,
Unable to ,
Judge

Comment:

The contracts were negotiated. I have no way of judging the qualitative aspect. Sufficient staff? Fair pay?

Incentives/including praise for jobs well done or responsive to the community? During the Council's tenure, we have not had a report.

Q33 Pursuing sustainable and appropriate development to increase the percentage of tax revenue generated from commercial property, and to reduce the burden on residential property owners. 3.2(i), (f)

Needs ,
Improvement

Comment:

There has been a range of activity. And there has been clear pressure on Planning and ZBA to approve new developments. Including one on Spring Street that judged to be a "modification" rather than entire new proposal despite the fact the all major aspects of the proposed project had changed - predominately small studio apartments, no 2 or 3 bedrooms, eliminate parking, shrink retail and change the target population from young professions, retirees to graduate students, different lay-out, height and more. . Yet, What metric are we using to assess success? How do we judge the share of "commercial" revenue - do we include apartments? Do we subtract public infrastructure investments and town services? There is growing demand for a public parking garage. Yet, the Town allowed a building in the Boltwood parking area that apparently would now make it difficult/prohibit? Adding onto the Boltwood Garage - despite the substantial investment in the weight bearing of the under-ground one floor foundation. I realize that this happened before Paul's tenure. My question is what is our metric for "sustainable" and "appropriate"?

Q34 Summary Comments

See below, end of Mid-Term section

Town Council Members 2019 Evaluations of Town Manager

Q35 Reviewing and assessing on an on-going basis the Town's current strategies for handling long range post-employment benefit program (OPEB) obligations; 3.2(f), (i), (h)

Satisfactory,

Comment:

A strategy appears to be in place. We have actuaries that provide a review and assessment. Thus, system of monitoring appears to be in place.

Q36 Developing strategies to maintain an excellent bond rating; 3.2(h), (i), (j)

Satisfactory,

Comment:

Yes so far. This is in part due to the considerable back-log of major capital needs and building up of cash reserves.

Q37 Working with the legislature to adopt policies in line with our goals and values. 3.2(f), (r), (s)

Satisfactory,

Unable to Answer ,

Comment:

We are at the beginning stage - with excellent, active, smart representatives. I am unable to judge the extent to which Paul, Mindy, and Joe have a working relationship. It would be good to build one with the Council or at least a subgroup.

Q38 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education. 3.2(i)

Commendable,

Comment:

The team successfully reached a least a one year agreement that works well for Amherst. Next year may be more difficult. This effort also clearly depends on efforts to gain better financial support of schools - from the Legislature. And ongoing efforts to use the existing facility space effectively. This could include starting to pave the way to move the 6th grade to the Middle School - with rent and other support. Could such an effort start in advance of BSBA decisions?

Q39 Develop strategy and provide leadership to implement funding for the major capital projects: Fire Station, DPW Facility, Elementary Schools, and Jones Library. 3.2(f), (i), (v), (t), 5.5(b)

Needs ,
Improvement

Comment:

We need a much more focused effort to costs of each of the proposed projects, what would be a "least cost" approach, and comparative external assessment. Reconvening the Fire/DPW work group with new participants will likely be critical to exploring alternatives, including phases, and energy, service efficient long lasting building but not what Guilford calls "Cadillac" approaches. This will likely require comparative data on multiple other towns such as that produced for East Longmeadow (square footage and cost per square foot) and Montague (vehicles). The Library Trustees came up with their own vision of what was best for Amherst - without consideration of potential alternative locations for community meeting space, ESL, and other beyond-library uses. Repairs to the existing Library have been postponed in the expectation of destruction of the "new" additional and major rebuilding. We will need a hard look at all the projects and time lines. Including a realistic appraisal - and public discussions - of cost and town consequences for sequences and timelines. As yet, many in Amherst do not yet grasp the "capital" budget size. See my above comments on a 10-year "plan" that exhibits major deficits. We need to do a much better job of communicating.

Q40 Summary Comments

Many of the specific the Select Board laid out of mid-term have been done – thus I rated satisfactory. Other aspects of the list the Select Board is not clear to me what benchmarks we are supposed to use for assessing “promote efficiencies in Town structure and service delivery” or “pursue sustainable and appropriate development to increase the percentage of tax revenue generated by commercial property.” Paul has provided a list of actions in the past year. It would help to know whether the additional growth of housing has produced a “net” gain in revenues for Amherst.

- Beacon and North Square: What has been the told public infrastructure to date, not counting the town’s 10-year \$2 million tax-incentive? The most recent MassWorks grant application (2018) stated \$5 million. Will Amherst do a 5 or 10 year accounting?
- Commercial revenue: Do we count property tax from new apartments down-town as commercial? What public costs were incurred?

Page 9: Areas of Responsibility

Q41 Prepare the annual budget in conformance with the Select Board Budget Policy Guidelines. 3.2(i), 5.4(b)

Satisfactory,

Comment:

This was done. As I noted at the outset, the very low increase in health insurance costs for FY20 (.6%) was a major factor in the success of bringing the budget in on target and in balance.

Q42 Effectively administer the adopted budget. 3.2(a), (c), (h)

Satisfactory,

Comment:

We will receive year-end FY19 budget information in late August or September. Based on quarterly reports, it appears that the budget has been administered within the budget parameters. It would be helpful to have a summary of emerging cash flow - including areas where costs have come in below expectations. This could be because of delays in capital spending (below allocation), staff turnover and vacancies, or success in reducing supplies or other costs. We are fortunate to have a very responsive, dedicated finance/comptroller team. They lost a key member and have been operating without a Director. We are also losing the long-term assessor to retirement. The coming year and future years will likely be more of a challenge as health insurance increases return to the 3-5% range (optimistic) and a tight labor market requires staff wage or benefit incentives to stay working for Amherst.

Q43 Summary Comments

Mid-Term Fiscal management needs improvement. I think we need to do a better job of thinking in at least 5 year terms. Including multiple year forecasts of operating and capital budgets. And do so in ways that do not over-promise.

Page 10: Relationship with the Town Council:

Q44 Providing regular communications to the Town Council about matters relevant to their responsibilities and concerns, including changes and additions to Town programs and initiatives; 3.2(d), (e)

Commendable,

Comment:

Paul's regular written reports to the Town Council have been informative and excellent. And he has kept us informed by email of emerging issues - including updates on how the town staff are handling issues or concerns. Given his very busy schedule, he has also welcome meeting one on one with Councilors to discuss District specific or other policy issues.

Town Council Members 2019 Evaluations of Town Manager

Q45 Responding to communications from members of the Town Council in a timely manner; 3.2(d)

Satisfactory,

Comment:

Given the volume of email Paul is likely managing, his responses have generally been timely. This has also improved since the beginning of the year. He has become more open to Councilors communicating directly with senior staff and department heads. This has likely relieved some of the time pressure on him to respond. It has also increased the timeliness of responses and requests for information. Less of a bottleneck.

Q46 Recognizing issues or changes with a direct or significant impact on the community, and that falls within the Town Council's authority to provide feedback; 3.2(e)

Satisfactory,

Comment:

Paul has been quick to alert us about the potential purchase of land at the Hickory ridge golf course, impending Hampshire College crisis, potential land for the Fire Station and other issues. However, the abrupt resignation at Craig's door was a surprise. Could we have/should we have known about concerns with the Board? And the news about the Water Enterprise Fund should likely have been raised in the Spring. On July 23 at Finance we first learned from Mooring the engineers' judgement that the Centennial plan would need to be entirely replaced and request for a nearly \$700,000 for a study for a potential \$11 million plant. This impending major expense was not mentioned in the May Finance committee review/discussion of this Fund. Was it known at that time? If not, why not?

Town Council Members 2019 Evaluations of Town Manager

Q47 Allowing the Town Council opportunity to provide feedback on changes to policy and practice or new initiatives before implementation; 3.2(e), (f)

Satisfactory,

Comment:

I rated satisfactory because as yet we have had few instances of changes in policy. Yet, there are opportunities and no clear path for working together or providing informed feedback. For example, in the staff evaluations we received several mention a shift to a "Chicopee" policy of the ways people work with each other. What is this and why are people concerned? Parking fees/policies: I have also asked about when, how, and who sets parking pricing and policies: permits, parking meters, and parking garage pricing and policies. In the past there was a parking group with Select Board representation. It appears to have ended. When and how might Council members get involved BEFORE the policies are implemented? I realize Paul works over-time for the Town and must marshal his time, addressing more urgent needs first and long-term in some orderly fashion. My hope is we will evolve an effective way of working together on policies changes - with opportunities to interact and assess alternatives and in advance.

Q48 Ensuring that all members of the Town Council are aware of anything significant before it appears in the media. 3.2(e)

Commendable,

Comment:

Paul has done a good job of early alerts.

Q49 Beginning the process of cataloging Town Council policies for review by the Board with the intent to assemble them in a coherent and publicly available format. 3.2(f), (v)

Commendable,

Satisfactory,

Comment:

I am not sure what this means - perhaps typos? Town Council policies of review by what Board? If this means, provide the Council with existing policies - financial, bylaws, zoning, and the like - Paul and his staff did an excellent job in advance of providing paper copies and also pointing us to key documents.

Q50 Summary Comments

Overall, I think we are off to a good start. Paul makes a sincere effort to inform, respond, and welcome Council and Councilors' input. We are still evolving how best to interact- including with staff. Since the Council itself has no research or support staff, we rely on responses of town staff for requests for information.

Town Council Members 2019 Evaluations of Town Manager

Q51 Continuing to revise and update the 07-16-16 Facilities Profiles (former goal known as “Building Assessment Report”). Provide at least a semi-annual review of the document with the Town Council to make them aware of changes or proposed changes in the buildings’ use, benefit or liability to the Town, and recommendations for retaining ownership. 3.2(k), (i), (f) 5.5(b)

Needs ,
Improvement

Comment:

To my knowledge, this has not been done. I know the Town lost its facility manager and the Schools also have a new person. A thorough examination would be useful - beyond surplus property. This could include more creative, expanded or alternative uses. Semi-annual may be too often -but do this at least annually. Paul's response indicates the new staff person will be joint with Jones. Will this person also provide a critical assessment of how Jones could be repaired and space use redesigned? Are there space/use design people at UMass that we could recruit that could provide an independent assessment? Perhaps with a few Councilors participating - or providing questions in advance. For example, have there been any internal discussions of whether it might be possible to house the office and part of DPW needs in one of the 2 elementary schools should we get a grant to build a new 600 student school?

Q52 Developing a policy for the disposition, reuse or disposal of surplus Town property (e.g., East Street School). 3.2(k), (f)

Satisfactory,
Unable to ,
Judge

Comment:

I know the Select Board developed a policy And that this guided the decision on the East Street School. But I am not aware of policy/plans for other properties. Nor the list of surplus. This would be a useful document for the Council.

Town Council Members 2019 Evaluations of Town Manager

Q53 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)

Satisfactory,

Comment:

As documented by Paul's list in his self-evaluation, Amherst has implemented a series of actions to advocate and act on sustainability and "green" efforts. Town staff and resident volunteers have been dedicated leaders. Actions included success in gaining extended hours of evening bus service - but only after repeated pressure and insistent advocacy of a resident. The solar field on the land fill is still outstanding. It would also be helpful to assess the impact of the Valley bike share. Are students now more likely to ride that drive? Do we know who uses and how often? What is the progress on implementing safe bike lanes? What has been the Town's response to the report on home garbage collection and recycling. Could we reduce traffic (multiple trucks days of the week on small streets) with different policies. The expectation is that ECAC will help spur progress. This could include a new regional joint-purchasing entity for electrical supply to redirect more toward renewable. Also new building built with net-zero energy goals. It will be important to assess a year from now. Amherst has the potential to be a leader. I believe Paul is committed, supportive, and enthusiastic. This goal asks about initiating - this will need to be a team effort, including the Council, not just on the Town Managers shoulders.

Q54 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)

Comment:

Skipped this is a repeat of 3.

Q55 Supporting the preservation, maintenance and creation of housing that is safe, decent, and affordable for low- and moderate-income individuals and families, including: 3.2(s), (x)

Satisfactory,

Comment:

The Town and town staff are clearly committed to affordable housing. The question remains whether this will continue to be "affordable" with Town resources. Foregoing substantial real estate tax revenue to secure 26 affordable units conflicts with other goals of expanding the tax base to relieve upward pressure on residential property owners. Continued pressure on UMass to improve on-campus housing supply if successful will help take pressure off our residential house stock, hopefully preserving some "affordable" starter homes. We have been losing these as UMass has expanded its student body. FY20 may be a critical year to judge where we are at the target 10 percent threshold and to assess how many of existing long-term residents are at risk of being squeezed out of their homes by rising rents or taxes. Addressing public perception of current low and moderate long-time residents will be increasingly important if ask tax payers through an over-ride to pay more to support a school or other project. Notably, several of owners who are neighbors of the Beacon development have incomes at or below levels for eligibility for the affordable units. The extensive effort to support 132 Northampton Road - including the Planning director advocacy - gave the neighborhood the impression that all decisions had been made before a broad public discussion. And they were caught be surprise at the investment of CDBG and CPA funds to support the private development. Again, I think this will require Council and Committee efforts - as well as Town Manager/staff leadership. There is substantial working class - squeezed in the middle above poverty but not affluent - anger and an impression that the Town is not working on their behalf.

Q56 Reviewing and assessing on an on-going basis the Town's status on the State's Subsidized Housing Inventory (SHI), and anticipating factors impacting our SHI percentage in the short- and long-term; 3.2(c), (x), (f)

Satisfactory,

Comment:

I assume this is being done - Planning and the Housing Trust. Do we also count subsidies provided by CPA for rent vouchers to provide rental units that are not on the official state list? Should we?

Town Council Members 2019 Evaluations of Town Manager

Q57 Reporting periodically on the operation of the seasonal shelter and recommending changes to any written agreements as needed. 3.2(l), (x), e

Needs ,
Improvement

Comment:

The abrupt resignation of 3 key staff is a symptom that all is not well. Paul's response indicates staff are working on this. I assume we will be getting a report at some future date.

Q58 Preparing materials and information as needed in advance of the March 2018 Charter Vote. Creating and implementing a transition plan based on the outcome of the Charter Vote. 10.7(b)

Commendable,

Comment:

Substantial effort went into this - including advance briefings of candidates, material for voters about the Charter, and more. More could be done in the future with a website with short descriptions of each candidate and links to website if these exist. In my door-to-door effort, discovered that many voters did not understand they would be choosing 3 at large and 2 district. And had no idea of who was running. To the extent a mailing came to their home, it was from a "slate" listing partial names. But not everyone received even this type of communication.

Q59 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study. 3.2(s)

Needs ,
Improvement

Comment:

More needs to be done to inform the public, the Council, and the School Committee of the final work that was done under this study. The final report is due out soon or completed. The study provided multiple potential design alternatives as well as assessment of the grounds/water levels of the Fort River Site. The town invested \$250,000 - it would be useful to know what we learned and how we can use in the next phase of the ongoing elementary school saga. At a minimum, publishing the final report with easy access on the Town and School websites would be of value.

Q60 Periodically review and update a staffing plan that suggests the optimal number and types of positions in each department to best address current service levels and key needs, and serves as a framework for prioritizing recommendations for future hiring. Recommendations for new positions should include the full cost of each position, including post-employment and other benefits. 3.2(a), (m), (n), 6.1

Needs ,
Improvement
Unable to ,
Judge

Comment:

Since I am unaware that this has occurred and Paul's response did not provided evidence of periodic review of an entire staff plan, I see this as needing improvement. I agree that securing Sean Mangano to be part of the capital project team is a plus. But to date this is mainly due to Sean's prowess is working with data and excel. Not insights or involvement in content of the buildings - other than Schools. This it is a good interim solution to staff concerns. I think we need to rely on our Town Manager as executive to judge staffing needs and mix. However, I agree there should also be a framework with priorities. Does this exist? If yes, how/when might the Council review. Or is this goal an artifact of the prior Select Board/Manager relationship and roles as "executive"?

Q61 Summary Comments

See summary at end and also my comments on short term ad mid-term.

Page 12: Improving public infrastructure and spaces:

Q62 Prioritizing and implementing repairs to sidewalks, multi-use paths, roadways, parking areas, and intersections; 3.2(i), (k), 5.5(b)

Needs ,
Improvement

Comment:

Despite repeated requests, there is still no easy to access public document that shows/explains how the Town prioritizes road/sidewalks etc. We have been told that such a document would also be subject to change - but even a 6 months/1 year best guess that changes each year would be useful There is a public perception that Amherst roads are less well maintained than Hadley. And when substantial road work is done, such as that on Bay Road by Applewood, why there is NO allowance for a shoulder for bikes or pedestrians. Indeed, at the curve there are now sharp rocks for a drainage ditch that could damage a rider or walker. Despite a complete streets policy we appear to fail to take advantage of opportunities to add features to roads in the context of major repairs.

Q63 Reviewing and following up on actions recommended by the Transportation Advisory Committee (TAC); 3.2(i), (k), 5.5(b)

Needs ,
Improvement

Comment:

It is not clear to me that this is happening. Does the TAC have real advisory and priority setting power - or is this subject to DPW agreement? Also can TAC institute or request independent advice on alternatives - potentially from UMass? In terms of input, were any of TAC members part of the commissioning of the CDG Smith recent report on the North Amherst intersection - in framing of questions and requests for information in the \$40,000 study. What about Planning staff? We have not yet established Council Liaisons to TAC. This will likely help keep the Council informed about the extent to which TAC has influence.

Q64 Planning and implementing improvements to public areas, including parks, commons, and greenways so that they are safe, attractive, and contribute to our quality of life; 3.2(i), (k), (p), 5.5(b)

Needs ,
Improvement

Comment:

Including school fields, this is an area that clearly needs improvement. I also do not understand why the funds appropriated for the North Commons are not used to repair and fix drainage issues, rather than a multi-million dollar construction and redesign project.. Attractive, safe, and useable are achievable goals. Are there ways of involving the "public" in volunteer efforts - under supervision of town staff, and with crews with expertise? With multiple pressing \$ needs, the public might respond in areas where local crafts people and families are willing to devote time. CPA funds could be used to supplement. It would be useful to devote a Council session OR public dialogue to this broad issues. Costs, backlogs and alternative strategies and timelines. Rather than one project at a time, the full list. With prioritization.

Town Council Members 2019 Evaluations of Town Manager

Q65 Planning and implementing maintenance and improvements in the downtown and village centers, including working with Town staff and the Business Improvement District (BID) to assess capital needs, to implement improvements, and to complete current projects (e.g., downtown way finding system). 3.2(i), (k), (s), 5.5(b)

Satisfactory,

Comment:

Improvements and maintenance actions have been mixed with many strong positives. District 5 is clearly delighted with the Temporary bridge - grateful to the Town and Council In District 1, the major improvements have been the DOT decision to repave Route 63 - and finally have repeated phone calls - reinstall cross walks. And final completion of MassWorks Puffers bridge - although many are still shocked that it is only one way. Also the plan to move foreword on an East Pleasant Street sidewalk - although construction funds are not in the future budget. At the same time there has been little response until recently for the need for at least short term, interaction action to address dangerous intersection in North Amherst where bushes block visibility, one road intersecting road has no stop sign or slow sign thus challenge cars attempting to merge, and lights without turn signals or delayed green produced clogged/back up traffic during peak morning afternoon hours. With repeated requests for at least minimal improvement before the Beacon 130 units add an expected 2,000 trips daily, it appears that the Town has a low costs interim solution. If this happens, those living in or near this village center will view the Town as listening and responsive. A positive step! Paul's list of other improvements documents multiple actions that represent progress. Thus an overall rating of satisfactory. In terms of Downtown, my perception of the "way finding" system and signage is broad criticism rather than applause. Similarly, there is a concern, that no one looked at how narrow the sidewalks are at 1 East Pleasant the resulting impact if walking with baby carriages or elderly with walkers. Not to mention the bike lane is almost non-existent. This diminished rather than improved the area for residents, visitors, or shoppers. What used to be fairly lively - with multiple shops and walkable/bike-able areas, now is often devoid of people. Looking forward, consideration of developing in ways that enhance a vibrant, walkable downtown should be a top priority.

Q66 Report on the review of LSSE program options and the associated fee structures to ensure that there are appropriate affordable recreation opportunities. 3.2(a), (e), (f), (p)

Satisfactory,

Comment:

It appears that past policies continue. The Council has not yet reviewed the impact.

Town Council Members 2019 Evaluations of Town Manager

Q67 Planning for I-Net replacement in conformance with October 2016 Comcast contract. 3.2(i), (k), (j), 5.5(b)

Satisfactory,

Comment:

This underway. This is in the Capital plan. The question remains whether the Town's investment could also benefit a broader group of residents.

Q68 Explore whether the replacement of the I-Net with a wholly Town owned communication network provides an opportunity to create an enterprise fund for the purpose of providing high-speed internet access to the whole community. 3.2(f), (i), (s)

Needs Improvement ,

Unable to Judge

Comment:

Is there an exploration of this potential. Was there a schedule or set of concrete goals. Should there be? Is there a Committee to explore the potential? Is there a longer-term plan? Paul did not report on this activity so I assume it has not happened. Therefore, rated as needs improvement - but only if a priority.

Q69 Summary Comments

In terms of Long Range Planning, I think this is an area that needs improvement. With a few exceptions, in each of the specifics, there are some actions but I am not sure there is a longer-term plan or strategy.

Page 13: Staff and Personnel Relations:

Q70 Maintaining high staff morale by working toward a positive work place culture that includes diversity, civility, mentoring and receptivity to new ideas and innovations; 3.2(a), (b), (m)

Needs Improvement ,

Unable to Judge

Comment:

Although just a sample, based on staff survey responses there is room for improvement in morale, perception of receptivity to ideas, opportunities to learn, and awareness of work-loads. My personal interactions with staff have in general been positive. And Paul has always been welcoming, open, and supportive in interactions with staff in public forums. Often giving them the limelight. Thus, I am unable to judge whether there are pockets with room for improvement. I also wonder whether we have support in place for two-way communication (with safety) if staff have ideas that conflict with their supervisors - or offer way to improve services at no additional costs or lower costs without deterioration of services.

Town Council Members 2019 Evaluations of Town Manager

Q71 Increasing communication with staff at all levels, to inform, engage and solicit feedback, in particular developing a strategy and protocols for accepting and responding to communications from staff. 3.2(a), (b), (m)

Unable to Judge ,

Comment:

Paul appears to have a good relationship with direct reports and Department heads. I have no way of assessing interactions with staff at all levels. Based on his report, there a substantial ongoing efforts to meet with staff in formal and informal gatherings.

Q72 Encourage a similar framework of communication be implemented by all directors and department heads so that a consistent process is developed at all levels of Town government; 3.2(a), (b), (m)

Unable to Judge ,

Comment:

Based on Paul's response, it appears he has implemented multiple ways to communicate.

Q73 Encouraging communication between departments to improve cooperation and coordination of services, and to foster pride in accomplishments across all areas of Town government; 3.2(a), (b), (m)

Unable to Judge ,

Comment:

Paul mentions the Personnel Board as an important point of access and communication with staff. It might be useful to get a report from them.

Q74 Recruiting, retaining, and assigning the best qualified personnel; 3.2(w), 3.3(a), (b), 6.2

Satisfactory,

Comment:

Recent hires appear to be well qualified. Current staff, especially lead staff, are excellent and well qualified. However, we also lost an excellent Town Clerk - likely stretched too far in terms of time and asking her to do minutes, well below her qualifications. As Paul indicates in his self-report, the tight labor market presents a challenge. He has been adept at combing positions and duties to stretch staff. Do more without hiring new when we lose a position or there is a need for capacity such as opening/approving marijuana businesses. This strategy could work if staff see the expansions as creative, learning opportunities, and recognition of their talents. But also has the risk of spreading people thin.

Town Council Members 2019 Evaluations of Town Manager

Q75 Modeling and fostering attitudes of helpfulness and courtesy toward the public; 3.2(v), (t)

Commendable,

Comment:

For the most part, Paul is gracious, courteous, and listens well from what I have seen. There was initially some concern that email responses were "go through your Councilor" but more recently the responses have been more productive. This includes finding ways to get communicate by email to get information - saving scarce meeting time. His Cuppa with Paul are excellent ways to make himself available in informal settings.

Q76 Encouraging a workplace culture of improved service delivery; 3.2(a), (b), (m)

Satisfactory,

Unable to Judge

Comment:

Paul sets a tone of being responsive and when possible acting to resolve a concern. When he is made aware of concerns - overly zealous staff with bureaucratic rules, delays in approval - he has acted often behind the scenes to improve the service. There is a public perception of town staff treating some people well - more powerful, wealthy, or seen as important - and "little" people less with quickly or less supportively. My satisfactory rating is based on my own interactions - a can do, let me help response. I am less able to judge about the workplace cultural more generally. One problematic staff person in Planning appears to be no longer working for Amherst. That is positive sign that poor service or incompetence is not tolerated.

Q77 Providing adequate resources, including time, equipment, and professional development, for staff to be effective and successful; 3.2(a), (b), (i)

Unable to Judge

Comment:

Too little information other than Paul's list to know if staff feel supported with adequate resource. How did the Select Board propose to assess this? It would be a rare CEO who would rate this as "needs improvement"!

Q78 Providing periodic updates on progress of action steps identified in the July 2015 Human Resources Audit. 3.2(a), (b), (i)

Unable to Judge

Comments:

No idea. Have there been any updates? What were the Action Steps - how much progress have we made since 2015, 4 years ago?

Q79 Summary Comments

Many of these goals ask about internal staff relationships with the Town Manager and with Supervisors/Department heads. How did the Select Board in the past assess this other than self-report?

Page 14: Community, Intergovernmental Relations, and Volunteer Committees, Boards and Commissions

Q80 Mitigating the impacts of a significant student population on neighborhoods, on demand for public safety resources, on parking and traffic, and other municipal services; 3.2(r), (s)

Satisfactory,

Comments:

The work with the police and UMass to avoid drinking, driving, major parties overflowing into neighborhoods has been commendable based on recent experiences. I am less sure about parking and traffic.

Q81 Developing our partnership and strategies, through regular meetings, with Amherst College that reflect shared interests and concerns; 3.2(r), (s)

Satisfactory,

Unable to Judge

Comments:

This appears to be happening based on the offer of land. I am not able to judge other aspects nor the potential of "partnerships" with Amherst College.

Q82 Developing our partnership and strategies, through regular meetings, with Hampshire College that reflect shared interests and concerns; 3.2(r), (s)

Satisfactory,

Comment:

There clearly has been a lot of personal effort by Paul devoted to Hampshire College. I am less able to judge the longer-term benefit.

Q83 Pursuing actions of mutual benefit to the Town and the academic institutions including cooperative approaches that encourage "spin off" business development, the creative and innovation economies, and the arts and culture in Amherst; 3.2(r), (s)

Needs Improvement

Comments:

To date very little evidence of successful efforts. This has been a long-term goal. Perhaps there is a need for a working group - cultural and economic development group with this as a mission? I do not see this as Paul's personal responsibility. This rating is more generally of the need for this as a strategic goal.

Town Council Members 2019 Evaluations of Town Manager

Q84 Working with the institutions to facilitate the development of new student housing off-campus and on-campus; 3.2(r), (s)

Satisfactory,

Comments:

There have been going talks. If UMass builds a major new dorm on campus - potentially with a PPP partnership with a private developer - it would ease pressure on the Amherst off-campus housing supply. Location of new housing on University Drive was a wise choice for off-campus new housing.

Q85 Reporting periodically on the ongoing efforts and plans of the University for improving the campus and campus life to encourage a constructive relationship between the students and the Town, including the plans and projects of the University Town of Amherst Collaborative (UTAC); 3.2(e), (r), (s)

Unable to Judge

Comment:

Paul indicates UTAC is not functioning. UMass increasingly is encouraging students to stay on campus for food, entertainment, books, et. Drawing business away from downtown businesses. What did the Select Board intend with this as a goal?

Q86 Reporting regularly on the UMass December 2015 Strategic Partnership Agreement (SPA). 3.2(e), (r), (s)

Needs Improvement

Unable to Judge

Comment:

No reports during time the Council has been in session.

Q87 Maintaining an awareness of developments and planning in nearby institutions and municipalities, and reporting on their activities that impact Amherst. 3.2(r), (s)

Commendable, Satisfactory,

Comment:

Paul is clearly actively involved with MMA and keeps track of other towns/municipalities. His knowledge is an asset for Amherst.

Q88 Actively engage the community by providing information about Town successes and challenges. 3.2(t), (u), (v)

Satisfactory

Q89 Developing a strategy for a clear and manageable process for responding to public inquiries and requests. Encouraging effective and responsive communication by all directors and department heads so that a consistent process is provided at all levels of Town government. 3.2(v), 3.3(d)

Satisfactory,

Comment:

There appear to be a range of efforts to streamline and improve responsiveness. We need a way to assess if this produces the desired outcomes.

Town Council Members 2019 Evaluations of Town Manager

Q90 Ensuring that staff responds to committees, boards, and commissions that offer recommendations on plans or projects. In addition to acknowledging that input, follow up with action to be taken in response, or an explanation about why a recommendation may not be feasible. 3.2(b), (s)

Unable to Judge

Q91 Improving overall modernization and management of the volunteer committees, boards, and commissions system. 3.2(b), 3.3(d)

Unable to Judge

Comment:

What is meant by modernization? What metrics did the Select Board have in mind? What concerns? One key concern is the website - it is often difficult to find information and the shift to Council has made this more difficult. It is particularly difficult to find documents without the document number or other links. The search engine only sometimes works with key words.

Q92 Summary Comments

This section asked for an assessment of partnerships and interactions on specific areas. Yet, there is no obvious way to know what has occurred or is ongoing.

Page 15: Helping to ensure that Amherst adheres to the principle of being a diverse community by:

Q93 Increasing diversity among staff, boards, and committees; 3.3(a), (b), (c), (d), 6.2, 9.12(e)

Needs Improvement

Comment:

This has not occurred. It is not clear to me whether we have a strategy other than a commitment.

Q94 Reviewing our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community; 3.3(a), (b), 6.2

Unable to Judge

Comment:

I actually have no idea how our workforce compares with the diversity of our community. Such a comparison would include socio-economic as well as race/ethnicity - and some recognition of skills required for jobs. How do we compare to Northampton? Are there policies that specifically target under-represented potential staff who might be interested in working for Amherst?

Town Council Members 2019 Evaluations of Town Manager

Q95 Engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation; 3.2(u), (v), 3.3(c), (d),

Satisfactory,

Needs Improvement ,

Comment:

See earlier comments. There are new efforts underway. More can be tried, including working within Districts.

Q96 Promote efforts which seek to foster respect toward and among all employees, residents, and visitors in Amherst. 3.2(s), 3.3(d), 6.2

Satisfactory,

Unable to Judge ,

Comment:

In general, the tone is one of respect when working with Councilors and in my past as resident. This is an odd category. How would any of us know if visitors are received with "respect"?

Q97 Summary Comments

Respondent skipped this question

Page 16: Open Response // Comments

Q98 Feel free to comment on your assessment of how the Town Manager has supported the first 7 months of the transition to the Town Council

Town Council Members 2019 Evaluations of Town Manager

Paul is clearly smart, loves Amherst and has committed himself to working hard and devoting extra hours as needed to support the first 7 months and the Council. Early on he organized briefings, rebuilt the meeting room, and organized and sponsored an elaborate inauguration. He then attended all Council meetings and special meetings, including arranging briefings by department heads to introduce them and their work to us. Throughout he has been positive, enthusiastic, and taken the time to provide the Council (and Town) with regular reports that are informative and cover issues beyond the Council.

It has also been a pleasure to get to know him. At a personal level, he values thoughtful questions and is open to listening about potential alternative approaches to short term and long terms issues facing Amherst and Districts. When it is possible for him to take action to address a concern, he acts quickly and makes sure that you (or the constituent with the concern) is aware that action has occurred. I was delighted to read in his self-evaluation that: "We are examining all aspects of our permit processes to make obtaining permits from the Town more understandable, consistent, predictable and to process permits in a timely manner." Concerns with timeliness and delays due to complex permitting process in Amherst was a refrain I heard and other Councilors told me they heard often during our door-to-door campaigns.

In sum, my over-all view of Paul's work with the Council are positive.

However, looking to the future, Amherst faces tough challenges to meet the needs and expectations of residents who see themselves as already paying high taxes but are concerned that each year their tax dollars buy them less in terms of services (roads, schools, and more). The perception is often that the Town takes the expensive route when other options may exist or fails to consider the impact of multiple separate decisions.

Taking a high-level view, I see several potential areas with room for improvement – all focused on thinking longer term. I list each here. I would be happy to elaborate later.

1. Present a less optimistic view - all things possible. Amherst faces tough choices. Especially capital annual spending and the large building projects. But it may also be necessary to restrict operating budgets in some areas of the Town to enable resources in others. Further, there is potential conflicting demands for resources to support expansions of affordable housing for lower income and addressing concerns of existing middle/lower income residents to be able to pay their rent or home mortgage and taxes.
2. Plan Long term: Aim for realistic 5 year operating and capital budgets. Or 10 year. This would include setting limits on cost of major new building - asking what could be built for a targeted budget. Asking for phasing. Saying "no" or "much later" to some projects.
3. Require teams across departments to take into account community impact and views, confer, and work together, especially when there may be differences of opinion internally. Planning, Conservation, DPW.
4. Seek external comparative data when possible from other towns. Do we need an 80,000 square footage DPW and 80 vehicles? How do we compare?
5. Reward and encourage internal recommendations for ways to achieve efficiencies. This will especially be needed when confronted with large, expensive projects. This could include suggestions that by-pass supervisors. This requires an internal culture (this may already exist), of offering suggestions on how to reorganize work or better use of resources.
6. Consider creative ways to take advantage of Amherst's rich array of skills, experience, and resources at UMass. For example, potentially use teams of graduate students and led by senior professor staff at UMass for "consultants" early on for insights where it fits with local skills and expertise. We have a world class engineering department, well known urban/planner and architect, grounds, and computer IT people in the business school that consult.
7. Explore Volunteer community efforts: Amherst might be able to draw on volunteers for "clean" up and grounds work to augment maintenance staff. These would need to be single events to avoid union concerns.

Town Council Members 2019 Evaluations of Town Manager

Q99 General Expectations: Feel free to comment on strengths or weaknesses in any of the following areas:

Professionalism	Community spirit	Leadership	Defends conviction under pressure
Enthusiasm	Openness to differing views/new information		
Accessibility	Resourcefulness	Setting priorities	Advocacy with State and Federal Government
Communication style	Crisis management	Listening skills	
Responsiveness	Public speaking	Facilities management	

I give Paul high ratings on all of the listed areas with the possible exception of setting priorities across multiple competing demands. I also realize that his time is spread thin and thus he must delegate yet provide oversight. My hope is the Council will evolve to provide thoughtful policy leadership, to ask questions that yield new insight or help shape priorities, and support advocacy with State and Federal governments.

Page 17: Additional Comments

Q100 Comments

See my comments in each section. I found this instrument time consuming and difficult to determine where to say what. I will attach a copy of the text in a separate document by section to make it easier to read.

Q101 Comments

Respondent skipped this question

Q102 Comments

Respondent skipped this question

Q103 Summary Comments

Please see my attached word document for the more extensive comments that I pasted into the Survey Monkey fields.

#7

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Sunday, August 04, 2019 5:56:06 PM
Last Modified: Monday, August 05, 2019 8:08:31 PM
Time Spent: Over a day
IP Address: 24.34.194.221

Page 1: Dear Town Councilor:

Q1 Town Councilor Name (First then Last):

Patricia De Angelis

Page 2: Areas of Responsibility

Q2 Negotiate Host Community Agreements (HCAs) for two or more retail marijuana establishments, and additional HCAs for other non-retail adult-use businesses (e.g., independent testing lab, cultivator, product manufacturer, microbusiness) 3.2(i), (l), (x) **Satisfactory**

Q3 Submit MassWorks grant application for North Amherst 3.2(i), (k), (l) **Satisfactory,**
 Comment:
 I would like to have more information about why we did not receive the grant and what our next steps are.

Q4 Publish Economic Development Plan prepared by PVPC via Community Compact Cabinet grant fund and Economic Development Director 3.2(s) **Satisfactory**

Q5 Plan the transition for the annual setting of the tax rate 3.2(i) **Satisfactory**

Q6 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education 3.2(i) **Satisfactory**

Q7 Negotiate contracts for emergency medical services with three remaining partners 3.2(o) **Satisfactory**

Town Council Members 2019 Evaluations of Town Manager

Q8 Update Select Board on the impact of our 07-01-18 move from our own health insurance trust to MIIA Health Benefits Trust 3.2(h) **Satisfactory**

Q9 Summary Comments **Respondent skipped this question**

Page 3: Relationship with the Select Board (through December 3, 2018)

Q10 Complete outstanding Select Board Minutes 3.2(x) **Unable to Judge**

Q11 Advise Select Board of any issues with operation of seasonal homeless shelter that opens November 1, 2018 3.2(l), (x), (e) **Unable to Judge**

Q12 Advise Select Board of any police grants refused due to our Sanctuary Community status 3.2(e), (f) **Unable to Judge**

Q13 Catalog Select Board Policies for review by the Select Board prior to providing them as reference documents to the Town Council 3.2(f), (v) **Unable to Judge**

Q14 Plan the transition from the Select Board as Local Licensing Authority (LLA) for new alcohol/liquor and common victualler applications, as well as annual renewals, to the new Board of License Commissioners, who you may nominate for Town Council-elect review prior to the Town Council taking office 12-03-18 10.7(q); 6.3 **Satisfactory,**
Comment:
This transition was made smoothly and thoughtfully.

Q15 Summary Comments **Respondent skipped this question**

Page 4: Long Range Planning

Q16 Update Select Board on continued implementation of the Charter transition plan 10.7(b) **Unable to Judge**

Town Council Members 2019 Evaluations of Town Manager

Q17 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study, including updating Select Board 3.2(s)

Unable to Judge ,

Comment:

I attended several of the Feasibility Study meetings and learned how carefully the committee was working. While I can't judge Mr. Bockelman's updates to the Select Board, his updates to the Town Council are clear, concise, and detailed.

Q18 Ensure coordinated planning and resource allocation in the Amherst and Pelham preK-6 Regional School District Planning Board (RSDPB) process, including updating Select Board 3.2(r), (s)

Unsatisfactory ,

Unable to Judge ,

Comment:

Again, I cannot evaluate Mr. Bockelman's updates to the Select Board, I was impressed with the final meeting of this group and the information shared by our Town Manager.

Q19 Summary Comments

Respondent skipped this question

Page 5: Staff and Personnel Relations

Q20 While planning for new hires to be confirmed by the incoming Town Council, review our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community 3.2(m)

Satisfactory,

Comment:

I am confident that the Town Manager has thoughtfully planned for new hires. I would like more information about procedures regarding retention practices of that ensure a diverse workforce.

Q21 Develop a strategy and protocols for staff accepting and responding to communications from Town Councilors as well as from staff, and by all directors and department heads so that a consistent process is developed at all levels of Town government 3.2(a), (m)

Satisfactory,

Comment:

Staff have made themselves open and available, first through the Town Manager and now directly.

Q22 Summary Comments

Respondent skipped this question

Page 6: Community, Intergovernmental Relations, and Volunteer Committees, Boards, and Commissions

Q23 Establish 11-06-18 Early Voting at UMass that replicates the success of the four UMass sessions prior to the 2016 election
<https://www.amherstma.gov/2280/Early-Voting> 3.2(a), (c)

Satisfactory

Town Council Members 2019 Evaluations of Town Manager

Q24 Propose a response to the Donohue Institute study of the cost of providing elementary and secondary education to residents of non-taxable University housing, especially in preparation for negotiation of next Strategic Partnership Agreement (SPA) 3.2(f), (r)

Satisfactory,

Comment:

I would like to receive updates regarding the negotiating sessions themselves.

Q25 Propose the appropriate relationship between the University Town of Amherst Collaborative (UTAC) and the incoming Town Council 3.2(f), (r)

Unable to Judge

Comment:

I would like to see this collaboration to continue.

Q26 Propose the appropriate relationship between the Town Council and Amherst College and Hampshire College 3.2(f)

Satisfactory,

Comment:

Ongoing communication with Amherst College and Hampshire College has been beneficial to the work of the Council.

Q27 Propose the appropriate relationship between the Town Council and the Campus and Community Coalition to reduce high-risk drinking (CCC) 3.2(f), (r)

Unable to Judge

Q28 Continue to engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation (e.g., Groff Park renovation meeting at apartment community room) 3.2(v), 3.3(d)

Commendable,

Comment:

Mr. Bockelman's commitment to community participation is clear. Attendance by our CPOs and the Town Manager's personal attendance at community events and activities is helping to open doors and connect residents across differences, creating more resident participation and willingness to address community issues in a collaborative manner.

Q29 Propose ways of increasing diversity in committee membership, as you will be appointing most committees with confirmation by Town Council 3.2(v), 3.3(c), (d)

Satisfactory,

Comment:

I understand and support the ways in which Mr. Bockelman has worked to increase diversity in committee membership, but I would like to see more events, workshops, or focused community meetings to engage more residents.

Q30 Summary Comments

Respondent skipped this question

Town Council Members 2019 Evaluations of Town Manager

Q31 Promoting efficiencies in Town structure and service delivery, including regionalization of services where appropriate, and maximizing effective use of CDBG, CPA, and other funds to offset allowed legal and administrative costs; 3.2(a), (b), (i), (l)

Satisfactory

Q32 Negotiating contracts, including the collective bargaining contracts, that reflect the community's needs and priorities; 3.2(o), (l)

Satisfactory,

Comment:

What I see in Amherst personnel is a willingness to take on tasks, work additional hours, and support the work of the Council. This willingness is due to Mr. Bockelman's clear respect for town staff. However, I think there are serious issues to be addressed regarding contracts and working conditions affecting our police and our firefighters.

Q33 Pursuing sustainable and appropriate development to increase the percentage of tax revenue generated from commercial property, and to reduce the burden on residential property owners. 3.2(i), (f)

Satisfactory,

Comment:

There is a great deal of behind the scenes work being done by the Town Manager. Whenever possible I would like more information about development and increases in tax revenue.

Q34 Summary Comments

Respondent skipped this question

Page 8: Develop Strategies for the Long-term Financial Health of the Town: 3.2(f)

Q35 Reviewing and assessing on an on-going basis the Town's current strategies for handling long range post-employment benefit program (OPEB) obligations; 3.2(f), (i), (h)

Commendable,

Comment:

Thoughtful work is being done regarding OPEB.

Q36 Developing strategies to maintain an excellent bond rating; 3.2(h), (i), (j)

Satisfactory,

Comment:

Mr. Bockelman has done an excellent job regarding our bond rating. I would like more conversation/information about funding the four capital projects and their affect on our bond rating.

Q37 Working with the legislature to adopt policies in line with our goals and values. 3.2(f), (r), (s)

Respondent skipped this question

Town Council Members 2019 Evaluations of Town Manager

Q38 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education. 3.2(i)

Satisfactory

Q39 Develop strategy and provide leadership to implement funding for the major capital projects: Fire Station, DPW Facility, Elementary Schools, and Jones Library. 3.2(f), (i), (v), (t), 5.5(b)

Satisfactory,

Comment:

While work has been well done in this area, I would like more communication and information re: funding the major capital projects

Q40 Summary Comments

Respondent skipped this question

Page 9: Areas of Responsibility

Q41 Prepare the annual budget in conformance with the Select Board Budget Policy Guidelines. 3.2(i), 5.4(b)

Satisfactory

Q42 Effectively administer the adopted budget. 3.2(a), (c), (h)

Satisfactory

Q43 Summary Comments

Respondent skipped this question

Page 10: Relationship with the Town Council:

Q44 Providing regular communications to the Town Council about matters relevant to their responsibilities and concerns, including changes and additions to Town programs and initiatives; 3.2(d), (e)

Commendable,

Comment:

Well done Mr. Bockelman. Your town manager reports and ongoing communication via meetings and emails has worked well.

Q45 Responding to communications from members of the Town Council in a timely manner; 3.2(d)

Commendable,

Comment:

Responding to thirteen different people is difficult and time consuming. Your responses are usually quick and thoughtful.

Town Council Members 2019 Evaluations of Town Manager

Q46 Recognizing issues or changes with a direct or significant impact on the community, and that falls within the Town Council's authority to provide feedback; 3.2(e)

Satisfactory,

Comment:

Your assessment of impacts to programs and residents is on-target and helps support the Council as we find our footing and work for the betterment of our community.

Q47 Allowing the Town Council opportunity to provide feedback on changes to policy and practice or new initiatives before implementation; 3.2(e), (f)

Commendable

Q48 Ensuring that all members of the Town Council are aware of anything significant before it appears in the media. 3.2(e)

Commendable

Q49 Beginning the process of cataloging Town Council policies for review by the Board with the intent to assemble them in a coherent and publicly available format. 3.2(f), (v)

Satisfactory

Q50 Summary Comments

Respondent skipped this question

Page 11: Long Range Planning

Q51 Continuing to revise and update the 07-16-16 Facilities Profiles (former goal known as "Building Assessment Report"). Provide at least a semi-annual review of the document with the Town Council to make them aware of changes or proposed changes in the buildings' use, benefit or liability to the Town, and recommendations for retaining ownership. 3.2(k), (i), (f) 5.5(b)

Satisfactory,

Comment:

Would like to see time set aside for reviewing the Facilities Profiles and discussing potential impact in multiple areas - taxes, parking, sheltering, etc.

Q52 Developing a policy for the disposition, reuse or disposal of surplus Town property (e.g., East Street School). 3.2(k), (f)

Unable to Judge ,

Comment:

I would like to see the policy that has been created.

Town Council Members 2019 Evaluations of Town Manager

Q53 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)

Unable to Judge

Comment:

I have sensed and seen Mr. Bockelman's willingness to advocate for "green" efforts and programs, however I feel unable to judge right now. I am particularly interested why the solar installation on the landfill did not happen.

Q54 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)

Respondent skipped this question

Q55 Supporting the preservation, maintenance and creation of housing that is safe, decent, and affordable for low- and moderate-income individuals and families, including: 3.2(s), (x)

Commendable,

Comment:

Mr. Bockelman works diligently to address housing issues in Amherst. I would like to see more initiative and creativity around housing, particularly housing for our homeless residents.

Q56 Reviewing and assessing on an on-going basis the Town's status on the State's Subsidized Housing Inventory (SHI), and anticipating factors impacting our SHI percentage in the short- and long-term; 3.2(c), (x), (f)

Satisfactory,

Comment:

Again - more information and communication around the Town Manager's assessment is needed

Q57 Reporting periodically on the operation of the seasonal shelter and recommending changes to any written agreements as needed. 3.2(l), (x), e

Satisfactory,

Comment:

Communication can be quick, as it was in response to the potential closing of Craig's Doors, but would like to understand what changes the Town Manager is recommending.

Q58 Preparing materials and information as needed in advance of the March 2018 Charter Vote. Creating and implementing a transition plan based on the outcome of the Charter Vote. 10.7(b)

Satisfactory,

Comment:

As a recipient of his work on the outcome of the Charter Vote, I am grateful for the time and attention brought to these issues.

Q59 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study. 3.2(s)

Satisfactory

Town Council Members 2019 Evaluations of Town Manager

Q60 Periodically review and update a staffing plan that suggests the optimal number and types of positions in each department to best address current service levels and key needs, and serves as a framework for prioritizing recommendations for future hiring. Recommendations for new positions should include the full cost of each position, including post-employment and other benefits. 3.2(a), (m), (n), 6.1

Unable to Judge

Comment:

I would like to see his recommendations for police and fire personnel.

Q61 Summary Comments

Respondent skipped this question

Page 12: Improving public infrastructure and spaces:

Q62 Prioritizing and implementing repairs to sidewalks, multi-use paths, roadways, parking areas, and intersections; 3.2(i), (k), 5.5(b)

Satisfactory

Q63 Reviewing and following up on actions recommended by the Transportation Advisory Committee (TAC); 3.2(i), (k), 5.5(b)

Unable to Judge

Comment:

I am left wondering about the issue of speed limits in town and would like a bit more clarity from the Town Manager about this issue.

Q64 Planning and implementing improvements to public areas, including parks, commons, and greenways so that they are safe, attractive, and contribute to our quality of life; 3.2(i), (k), (p), 5.5(b)

Satisfactory

Q65 Planning and implementing maintenance and improvements in the downtown and village centers, including working with Town staff and the Business Improvement District (BID) to assess capital needs, to implement improvements, and to complete current projects (e.g., downtown way finding system). 3.2(i), (k), (s), 5.5(b)

Satisfactory

Q66 Report on the review of LSSE program options and the associated fee structures to ensure that there are appropriate affordable recreation opportunities. 3.2(a), (e), (f), (p)

Satisfactory,

Comment:

More information about subsidies is needed.

Q67 Planning for I-Net replacement in conformance with October 2016 Comcast contract. 3.2(i), (k), (j), 5.5(b)

Unable to Judge

Town Council Members 2019 Evaluations of Town Manager

Q68 Explore whether the replacement of the I-Net with a wholly Town owned communication network provides an opportunity to create an enterprise fund for the purpose of providing high-speed internet access to the whole community. 3.2(f), (i), (s)

Unable to Judge

Q69 Summary Comments

Respondent skipped this question

Page 13: Staff and Personnel Relations:

Q70 Maintaining high staff morale by working toward a positive work place culture that includes diversity, civility, mentoring and receptivity to new ideas and innovations; 3.2(a), (b), (m)

Satisfactory,

Comment:

Staff morale is high in most departments, but as previously stated issues remain that affect the morale of our police and firefighters.

Q71 Increasing communication with staff at all levels, to inform, engage and solicit feedback, in particular developing a strategy and protocols for accepting and responding to communications from staff. 3.2(a), (b), (m)

Satisfactory,

Comment:

As an outsider, I see communication, collaboration, and respect coming from the Town Manager and a similar response in all of the staff I have engaged with over this many months.

Q72 Encourage a similar framework of communication be implemented by all directors and department heads so that a consistent process is developed at all levels of Town government; 3.2(a), (b), (m)

Unable to Judge

Q73 Encouraging communication between departments to improve cooperation and coordination of services, and to foster pride in accomplishments across all areas of Town government; 3.2(a), (b), (m)

Satisfactory

Q74 Recruiting, retaining, and assigning the best qualified personnel; 3.2(w), 3.3(a), (b), 6.2

Satisfactory,

Comment:

More diversity would be appreciated, but I see the work you are doing to make that happen.

Town Council Members 2019 Evaluations of Town Manager

Q75 Modeling and fostering attitudes of helpfulness and courtesy toward the public; 3.2(v), (t)

Commendable,

Comment:

Mr. Bockelman is direct, thoughtful, and at times playful in his communication with the public and with the Council. I see those three elements as important ones to maintaining open communication with residents.

Q76 Encouraging a workplace culture of improved service delivery; 3.2(a), (b), (m)

Satisfactory,

Comment:

Everyone seems so committed to their work, to their relationships, and to the town. The Town Manager reflects those values as he does his work.

Q77 Providing adequate resources, including time, equipment, and professional development, for staff to be effective and successful; 3.2(a), (b), (i)

Unable to Judge

Q78 Providing periodic updates on progress of action steps identified in the July 2015 Human Resources Audit. 3.2(a), (b), (i)

Unable to Judge

Q79 Summary Comments

Respondent skipped this question

Page 14: Community, Intergovernmental Relations, and Volunteer Committees, Boards and Commissions

Q80 Mitigating the impacts of a significant student population on neighborhoods, on demand for public safety resources, on parking and traffic, and other municipal services; 3.2(r), (s)

Satisfactory

Q81 Developing our partnership and strategies, through regular meetings, with Amherst College that reflect shared interests and concerns; 3.2(r), (s)

Unable to Judge

Q82 Developing our partnership and strategies, through regular meetings, with Hampshire College that reflect shared interests and concerns; 3.2(r), (s)

Unable to Judge

Q83 Pursuing actions of mutual benefit to the Town and the academic institutions including cooperative approaches that encourage "spin off" business development, the creative and innovation economies, and the arts and culture in Amherst; 3.2(r), (s)

Satisfactory

Town Council Members 2019 Evaluations of Town Manager

Q84 Working with the institutions to facilitate the development of new student housing off-campus and on-campus; 3.2(r), (s)

Unable to Judge

Q85 Reporting periodically on the ongoing efforts and plans of the University for improving the campus and campus life to encourage a constructive relationship between the students and the Town, including the plans and projects of the University Town of Amherst Collaborative (UTAC); 3.2(e), (r), (s)

Satisfactory

Q86 Reporting regularly on the UMass December 2015 Strategic Partnership Agreement (SPA). 3.2(e), (r), (s)

Unable to Judge

Q87 Maintaining an awareness of developments and planning in nearby institutions and municipalities, and reporting on their activities that impact Amherst. 3.2(r), (s)

Unable to Judge ,

Comment:

More communication about these issues would be helpful

Q88 Actively engage the community by providing information about Town successes and challenges. 3.2(t), (u), (v)

Satisfactory,

Comment:

Your good work in this area is commendable.

Q89 Developing a strategy for a clear and manageable process for responding to public inquiries and requests. Encouraging effective and responsive communication by all directors and department heads so that a consistent process is provided at all levels of Town government. 3.2(v), 3.3(d)

Satisfactory,

Comment:

While I appreciate the complexity of eliciting response communication by directions and department heads, I also hear many complaints about the responses made/not made by the DPW director. I don't quite know how to actively address this issue and still have much to learn about analyzing DPW responses.

Q90 Ensuring that staff responds to committees, boards, and commissions that offer recommendations on plans or projects. In addition to acknowledging that input, follow up with action to be taken in response, or an explanation about why a recommendation may not be feasible. 3.2(b), (s)

Commendable

Q91 Improving overall modernization and management of the volunteer committees, boards, and commissions system. 3.2(b), 3.3(d)

Unable to Judge ,

Comment:

Would love to have more information

Q92 Summary Comments

Respondent skipped this question

Page 15: Helping to ensure that Amherst adheres to the principle of being a diverse community by:

Q93 Increasing diversity among staff, boards, and committees; 3.3(a), (b), (c), (d), 6.2, 9.12(e)

Needs Improvement

Comment:

Increasing diversity is difficult, but not impossible. I would like to see more creativity in engaging issues of diversity not just in recruitment, but in policy decisions.

Q94 Reviewing our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community; 3.3(a), (b), 6.2

Satisfactory

Q95 Engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation; 3.2(u), (v), 3.3(c), (d),

Commendable, Satisfactory,

Comment:

There has been excellent work done by the Town Manager and by our CPOs. We need to continue to build community trust and engagement.

Q96 Promote efforts which seek to foster respect toward and among all employees, residents, and visitors in Amherst. 3.2(s), 3.3(d), 6.2

Commendable

Q97 Summary Comments

Respondent skipped this question

Page 16: Open Response // Comments

Town Council Members 2019 Evaluations of Town Manager

Q98 Feel free to comment on your assessment of how the Town Manager has supported the first 7 months of the transition to the Town Council

The support we have received from the Town Manager during the transition has been admirable. He made himself available to each of us in individual meetings and thoughtfully organized department presentations which provided us with much needed and valued information. During these presentations the Manager's respect for the town staff and the work they had done and are currently doing, was clear to everyone. The Town Manager values the people he works with. His interactions with town staff, regardless of their position, offered us lessons in how to respectfully engage with the town staff. In one-on-one meetings and in spontaneous conversations, he answered our questions, encouraged our responses, and taught us over and over how important the work we are trying to do is for everyone in Amherst. He has consistently offered his support, sharing his ideas, opinions, and critical information about town issues, which allowed us to stay aware of all that was happening in the government, in the community, and in the lives of residents. I have nothing but respect for his work ethic, the joy he seems to take in the work, and his willingness to call out what needs to be called out in meetings and discussions.

Q99 General Expectations: Feel free to comment on strengths or weaknesses in any of the following areas:

Professionalism	Community spirit	Leadership	Defends conviction under pressure
Enthusiasm	Openness to differing views/new information		
Accessibility	Resourcefulness	Setting priorities	Advocacy with State and Federal Government
Communication style	Crisis management	Listening skills	
Responsiveness	Public speaking	Facilities management	

I think our town manager is an amazing, intelligent, and caring municipal leader who values Amherst and all our residents. He has excellent skills in the areas listed above and I learn from all my interactions with him.

Page 17: Additional Comments

Q100 Comments

Respondent skipped this question

Q101 Comments

Respondent skipped this question

Q102 Comments

Respondent skipped this question

Q103 Summary Comments

Respondent skipped this question

#8

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, July 31, 2019 10:09:47 AM
Last Modified: Tuesday, August 06, 2019 12:16:34 PM
Time Spent: Over a day
IP Address: 72.79.209.154

Page 1: Dear Town Councilor:

Q1 Town Councilor Name (First then Last):

Andrew Steinberg

Page 2: Areas of Responsibility

Q2 Negotiate Host Community Agreements (HCAs) for two or more retail marijuana establishments, and additional HCAs for other non-retail adult-use businesses (e.g., independent testing lab, cultivator, product manufacturer, microbusiness) 3.2(i), (l), (x)

Commendable,

Comment:

Mr. Bockelman has successfully negotiated agreements on a timely basis.

Q3 Submit MassWorks grant application for North Amherst 3.2(i), (k), (l)

Satisfactory,

Comment:

The grant application was submitted but was not successful. This is a competitive grant program. Funding would improve traffic flow in an area that has seen significant growth and will see much more growth in the future. I hope that with Mr. Bockelman's leadership, we will evaluate what has made other applications successful in Amherst and statewide and then assure that documentation, community support, and legislative support, etc. are in place to make the next application successful.

Town Council Members 2019 Evaluations of Town Manager

Q4 Publish Economic Development Plan prepared by PVPC via Community Compact Cabinet grant fund and Economic Development Director 3.2(s)

Unable to Judge

Comment:

The web site includes the Local Economic Indicators Report, Retail Market Analysis, and Strengths, Weaknesses, Opportunities, and Threats Analysis that were prepared for the 3rd Forum Presentation on June 27, 2018. The web page states that "The data in these reports will form the foundation of specific strategies to strengthen and diversify the Amherst economy." I have been unable to determine what has been accomplished since the Town Manager goals were adopted by the Select Board or that a report was published.

Q5 Plan the transition for the annual setting of the tax rate 3.2(i)

Commendable,

Comment:

A tax rate hearing was held by the Select Board and the rate was approved by the Department of Revenue in a timely manner.

Q6 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education 3.2(i)

Commendable,

Comment:

Mr. Bockelman was involved in this process at all stages and the result was that all four towns adopted an assessment method for FY 20 that adequately supports grade 7-12 education for Amherst students and students from the entire region. Each of the towns had one representative on a Working Group that was assisted by the Superintendent and Director of Finance of the Regional Schools. I was the designated member of that Working Group for Amherst. Mr. Bockelman provided support and guidance throughout the process that enabled me to fulfill my responsibility to the town and the Region.

Q7 Negotiate contracts for emergency medical services with three remaining partners 3.2(o)

Commendable,

Comments:

Mr. Bockelman successfully negotiated agreements with the Towns of Leverett, Pelham, and Shutesbury,

Town Council Members 2019 Evaluations of Town Manager

Q8 Update Select Board on the impact of our 07-01-18 move from our own health insurance trust to MIIA Health Benefits Trust 3.2(h)

Commendable,

Comment:

It was difficult to develop a new health insurance plan for our employees that would replace the health insurance trust that had served the town and its employees for many years, have the support of our employees, and be financially sound for the Town. The Select Board was regularly informed as the process to develop a plan, secure agreement of employees, and implement the transition unfolded.

Q9 Summary Comments

Fiscal management for cities and towns is always a challenge, The transition in government and the loss of experienced senior staff in recent years have added to the challenge. Our fiscal management has remained sound and Mr. Bockelman is commended for his attention and leadership.

Page 3: Relationship with the Select Board (through December 3, 2018)

Q10 Complete outstanding Select Board Minutes 3.2(x)

Needs Improvement ,

Comment:

Has not been done.

Q11 Advise Select Board of any issues with operation of seasonal homeless shelter that opens November 1, 2018 3.2(l), (x), (e)

Commendable,

Comment:

The shelter season for the 2018-19 was successful by all measures. The town though several departments provided support and Mr. Bockelman assured that the Select Board was informed. Issues have arisen since the shelter closed for the season, but that is not relevant to this performance goal.

Q12 Advise Select Board of any police grants refused due to our Sanctuary Community status 3.2(e), (f)

Satisfactory,

Comment:

No Police Department grants were affected.

Town Council Members 2019 Evaluations of Town Manager

Q13 Catalog Select Board Policies for review by the Select Board prior to providing them as reference documents to the Town Council 3.2(f), (v)

Commendable,

Comment:

The transition from Town Meeting and Select Board to the Town Council was the most significant challenge of the past year. Important policies, such as relating to boards and committees, were cataloged by Mr. Bockelman, often working with the Select Board Chair, and then transmitted and explained to the Council.

Q14 Plan the transition from the Select Board as Local Licensing Authority (LLA) for new alcohol/liquor and common victualler applications, as well as annual renewals, to the new Board of License Commissioners, who you may nominate for Town Council-elect review prior to the Town Council taking office 12-03-18 10.7(q); 6.3

Commendable,

Comment:

This transition was vital to the affected businesses. The transfer of responsibility from the Select Board to the License Commissioners, and the transfer of staff support responsibility, went smoothly and was very well-managed.

Q15 Summary Comments

Mr. Bockelman continued to work effectively with the Select Board through the completion of its responsibilities.

Page 4: Long Range Planning

Q16 Update Select Board on continued implementation of the Charter transition plan 10.7(b)

Commendable,

Comment:

Mr. Bockelman regularly reported about progress with the transition to the Select Board and as he developed and implemented plans for the transition, the Council election, and the Council inauguration.

Town Council Members 2019 Evaluations of Town Manager

Q17 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study, including updating Select Board 3.2(s)

Commendable,

Comment:

This was a challenging study because there was no clear precedent or model, at least within Amherst, for the feasibility study. The committee's goals were not entirely clear when it was appointed. Mr. Bockelman worked effectively with the Superintendent of Schools to provide the necessary leadership and assure that the committee had adequate resources to succeed. The result was a study and a report that informed the community, assisted in the discussion of alternatives, and helped us to achieve consensus on a plan that was unanimously supported by the School Committee and the Council and submitted to the Massachusetts School Building Authority. The Select Board was updated as necessary.

Q18 Ensure coordinated planning and resource allocation in the Amherst and Pelham preK-6 Regional School District Planning Board (RSDPB) process, including updating Select Board 3.2(r), (s)

Satisfactory,

Comment:

The Regional School District Planning Board process carefully examined the benefits, challenges, and cost to regionalize our elementary schools with Pelham and decided that it was not advisable to form an elementary region, at least at this time. The RSDPB had the support that it needed. The Select Board was updated as necessary.

Q19 Summary Comments

Designing and implementing long-range planning is a particular strength of Mr. Bockelman.

Page 5: Staff and Personnel Relations

Q20 While planning for new hires to be confirmed by the incoming Town Council, review our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community 3.2(m)

Satisfactory,

Comment:

Mr. Bockelman makes the goal of having a diverse work staff a priority at all levels of town employment. He recognizes that the leadership positions that require Council confirmation can arise from a diverse work force and the diversity of the applicant pool for those positions will be enhanced by the example we have already established. The "renewed attention" to this challenge from the Town's new Director of Human Resources will be important and it will be enhanced by these achievements.

Town Council Members 2019 Evaluations of Town Manager

Q21 Develop a strategy and protocols for staff accepting and responding to communications from Town Councilors as well as from staff, and by all directors and department heads so that a consistent process is developed at all levels of Town government 3.2(a), (m)

Satisfactory,

Comment:

An adequate policy was developed and communicated to the new Council so that we could understand the duties and responsibilities of town staff, respect their time, and respect the appropriate lines of communication and authority.

Q22 Summary Comments

Respondent skipped this question

Page 6: Community, Intergovernmental Relations, and Volunteer Committees, Boards, and Commissions

Q23 Establish 11-06-18 Early Voting at UMass that replicates the success of the four UMass sessions prior to the 2016 election
<https://www.amherstma.gov/2280/Early-Voting> 3.2(a), (c)

Satisfactory,

Comment:

The early voting was challenging because of the need to support two elections, the regular general election and the Council election. The process worked though there was some apparent confusion which resulted in fewer ballots being used for the town election than for the general election at the university. We heard anecdotal reports that some voters on the UMass campus were not encouraged to take a town ballot.

Q24 Propose a response to the Donohue Institute study of the cost of providing elementary and secondary education to residents of non-taxable University housing, especially in preparation for negotiation of next Strategic Partnership Agreement (SPA) 3.2(f), (r)

Satisfactory,

Comment:

It was not clear about who provided direction to the Donohue institute and oversight of its work. When the report was presented to a joint meeting of the Select Board and School Committee, questions were asked that challenged some assumptions and conclusions. This is an element of the current negotiation of a new Strategic Partnership Agreement with the University.

Q25 Propose the appropriate relationship between the University Town of Amherst Collaborative (UTAC) and the incoming Town Council 3.2(f), (r)

Unable to Judge ,

Comment:

The UTAC relationship with the Council cannot be developed unless UTAC continues as a functioning body.

Town Council Members 2019 Evaluations of Town Manager

Q26 Propose the appropriate relationship between the Town Council and Amherst College and Hampshire College 3.2(f)

Satisfactory,

Comment:

The Council has not developed relationships with the two colleges. Mr. Bockelman has done excellent work with Amherst College to secure a possible location for the DPW facility and cooperation for the development of affordable housing next to the campus. He has also maintained close relationships during this difficult year for Hampshire College, understanding the importance for the Town in the continuation of that institution.

Q27 Propose the appropriate relationship between the Town Council and the Campus and Community Coalition to reduce high-risk drinking (CCC) 3.2(f), (r)

Satisfactory,

Comment:

Councilor George Ryan has been serving as a member of the Campus and Community Coalition since the Council's inauguration.

Q28 Continue to engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation (e.g., Groff Park renovation meeting at apartment community room) 3.2(v), 3.3(d)

Commendable,

Comment:

As described in his self-evaluation, Mr. Bockelman created a structure, assigned and supported Community Participation Officers, and encourages staff initiatives that engage and inform those parts of our community not currently participating in Town government activities. He has continued and enlarged successful efforts, such as the "Cuppa Joe with Paul" events. Regardless of the ultimate outcome, the outreach to residents near to the possible site for the DPW facility created an important dialogue.

Q29 Propose ways of increasing diversity in committee membership, as you will be appointing most committees with confirmation by Town Council 3.2(v), 3.3(c), (d)

Commendable,

Comment:

Mr. Bockelman recognizes that this is a continuing challenge. His appointment and use of the Resident Advisory Committee and the work of the Community Participation Officers has already led to some appointments to committees that would not have been made previously and has started a process upon which we can achieve even more diversity in future appointments.

Q30 Summary Comments

Amongst Mr. Bockelman's greatest strengths are his ability to establish strong relationships and his communications skills.

Q31 Promoting efficiencies in Town structure and service delivery, including regionalization of services where appropriate, and maximizing effective use of CDBG, CPA, and other funds to offset allowed legal and administrative costs; 3.2(a), (b), (i), (l)

Commendable,

Comment:

Fiscal Management is a challenge in virtually all municipalities. It is uniquely challenging in Amherst with the large percentage of land not taxable because of our commitment to conservation and the land that is not taxable because of the three educational institutions. Mr. Bockelman has maximize the use of CPA, CDBG and other grants to advance Town goals with funds that are not property taxes, state aid and other revenue allocated through the General Fund. He has sought and achieved efficiencies by reorganizing our health plan for employees, assigning ambulance billing to an outside firm, and sharing employees with the schools and library to allow the town to benefit from their expertise while providing them with new challenges and opportunities for professional growth. While we no longer provide ambulance service in Hadley, new contracts were negotiated with other towns. Under his leadership, Amherst is using mutual aid agreements to augment our services when necessary and appropriate.

Q32 Negotiating contracts, including the collective bargaining contracts, that reflect the community's needs and priorities; 3.2(o), (l)

Commendable,

Comment:

The negotiation of collective bargaining agreements with unions representing our employees is always a challenge as we seek to be fair to our employees and represent those who pay taxes and rely on the town for services. We are in the midst of the current cycle of negotiations and have concluded one agreement.

Q33 Pursuing sustainable and appropriate development to increase the percentage of tax revenue generated from commercial property, and to reduce the burden on residential property owners. 3.2(i), (f)

Commendable,

Comment:

This has been a period of significant development throughout the town that is consistent with the Master Plan. With Mr. Bockelman's leadership, the Town has facilitated that development with a supportive Planning Department, Inspections Department, the Economic Development Director, and our Department of Public Works. This is also a unique period of opportunity as recreational and medical marijuana businesses develop in the Commonwealth. Some of this development is residential and part is commercial, all will be new growth to enlarge our tax base and revenue without seeking an override.

Q34 Summary Comments

As noted, Fiscal Management is a priority for Mr. Bockelman and one of his strengths.

Page 8: Develop Strategies for the Long-term Financial Health of the Town: 3.2(f)

Q35 Reviewing and assessing on an on-going basis the Town's current strategies for handling long range post-employment benefit program (OPEB) obligations; 3.2(f), (i), (h)

Commendable,

Comment:

Mr. Bockelman has continue with the plan in place when he became our Town Manager and assured that we add to the OPEB trust from General Fund and Enterprise Fund budget allocations, Medicare reimbursements, and by other means when possible. This has generated positive comments in our annual audit reports, contributes to a positive bond rating, and can be accelerated when the pension plan is fully funded.

Q36 Developing strategies to maintain an excellent bond rating; 3.2(h), (i), (j)

Commendable,

Comment:

As Mr. Bockelman noted in his self evaluation, we will be seeking a bond rating next year as we anticipate pursuing several major building projects. In anticipation of that review, he has taken steps to enhance the rating by developing balanced budgets, managing expenses in accordance with those budgets, continuing contributions to the OPEB Trust, and adhering to the Town's Financial Management Policies & Objectives.

Q37 Working with the legislature to adopt policies in line with our goals and values. 3.2(f), (r), (s)

Commendable,

Comment:

Mr. Bockelman has developed good relationships with our new Senator and Representative and assured that they understand what the Town needs and what policies will assist us and allow us to be efficient. This requires direct advocacy on a personal level and cooperative and coordinated advocacy through the Massachusetts Municipal Association. Because of his prior work relationship with the MMA, he is uniquely qualified and prepared to take full advantage of that opportunity.

Town Council Members 2019 Evaluations of Town Manager

Q38 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education. 3.2(i)

Commendable,

Comment:

See comments under Performance Standard 5 of the earlier section, "Short-term FY19 Town Manager Performance Goals (with the Select Board) - Fiscal Management".

Q39 Develop strategy and provide leadership to implement funding for the major capital projects: Fire Station, DPW Facility, Elementary Schools, and Jones Library. 3.2(f), (i), (v), (t), 5.5(b)

Commendable,

Comment:

Mr. Bockelman has developed an initial strategy that has included: (1) hiring a qualified Capital Projects Manager; (2) supporting his work to develop and refine the spreadsheet tool that will allow the Town Council and the public to evaluate the financial implications of alternative building plans; (3) working with the Superintendent to assure that a new Statement of Interest was filed with the MSBA for an elementary school plan that can have broad public support; (4) supporting the Council Finance Committee and the Joint Capital Planning Committee to develop a major building planning process for Council consideration later in 2019; and (5) encouraging that the plan adequately inform and involve our residents and voters.

Q40 Summary Comments

As previously noted, Fiscal Management is one of Mr. Bockelman's strengths as a manager.

Page 9: Areas of Responsibility

Q41 Prepare the annual budget in conformance with the Select Board Budget Policy Guidelines. 3.2(i), 5.4(b)

Commendable,

Comment:

The annual budget was prepared in the timeframe specified in the Charter and conforms with the Select Board Guidelines. The budget and the presentation clearly set forth the challenges and the rationale for the choices.

Town Council Members 2019 Evaluations of Town Manager

Q42 Effectively administer the adopted budget. 3.2(a), (c), (h)

Commendable,

Comment:

We are early in FY 20. For several reasons including the transition to the Council, there were challenges to administering the FY 19 budget. Mr. Bockelman did so in a manner that addressed the goals of the 2018 Annual Town Meeting, adhered to the limitations in each functional area, and addressed the needs that were not fully anticipated in May, 2018.

Q43 Summary Comments

As previously noted, Fiscal Management is a strength.

Page 10: Relationship with the Town Council:

Q44 Providing regular communications to the Town Council about matters relevant to their responsibilities and concerns, including changes and additions to Town programs and initiatives; 3.2(d), (e)

Commendable,

Comment:

Mr. Bockelman regularly informs the Council about matters relevant to the Council's responsibilities with written Town Manager reports supplemented at Council meetings with opportunities to ask questions, supplemental reports as warranted, and frequent attendance of Council committee meetings. I mentioned in my last evaluation as a member of the Select Board that he fully adheres to the ICMA Code of Ethics and embodies its values. <https://icma.org/icma-code-ethics>

Q45 Responding to communications from members of the Town Council in a timely manner; 3.2(d)

Commendable,

Comment:

I can only comment based upon my own experience. Mr. Bockelman has always been prompt to respond. His responses are direct to the issue of concern and complete. I wondered whether there would be a difference as we transitioned from a 5-member Select Board to a 13-member Council. I have found him to be as accessible as a Councilor as he was when I was a member of the smaller Select Board.

Town Council Members 2019 Evaluations of Town Manager

Q46 Recognizing issues or changes with a direct or significant impact on the community, and that falls within the Town Council's authority to provide feedback; 3.2(e)

Commendable ,

Comment:

Mr. Bockelman is very careful to recognize and respect the Council's role as the elected body and identify matters with direct or significant community impact. He assures that the Council is informed and has the opportunity to comment as a Council or by comments from individual Councilors, as appropriate.

Q47 Allowing the Town Council opportunity to provide feedback on changes to policy and practice or new initiatives before implementation; 3.2(e), (f)

Commendable,

Comment:

See response to Performance Standard #3, immediately above.

Q48 Ensuring that all members of the Town Council are aware of anything significant before it appears in the media. 3.2(e)

Commendable,

Comment:

We are regular advised of possible media coverage and rarely surprised by a news item that was not already brought to our attention.

Q49 Beginning the process of cataloging Town Council policies for review by the Board with the intent to assemble them in a coherent and publicly available format. 3.2(f), (v)

Commendable,

Comment:

Much work has been done by the Council Clerk and the Town Manager to create a library of information and policies that is available to Councilors and to the public through a section of the Town website. As the body of adopted policies grows, we may need to consider more formal compilation and indexing to assure that specific policies can be found easily by Councilors and the public.

Q50 Summary Comments

Mr. Bockelman has done excellent work to assure that the Council is adequately informed and involved.

Town Council Members 2019 Evaluations of Town Manager

Q51 Continuing to revise and update the 07-16-16 Facilities Profiles (former goal known as “Building Assessment Report”). Provide at least a semi-annual review of the document with the Town Council to make them aware of changes or proposed changes in the buildings’ use, benefit or liability to the Town, and recommendations for retaining ownership. 3.2(k), (i), (f) 5.5(b)

Satisfactory,

Comment:

Mr. Bockelman has indicated that this has been assigned to the new Facilities Director, an employee shared with the Jones Library.

Q52 Developing a policy for the disposition, reuse or disposal of surplus Town property (e.g., East Street School). 3.2(k), (f)

Commendable,

Comment:

The policy was adopted by the Select Board and shared with the Council when it approved the agreement with the Amherst Affordable Housing Trust for the East Street School.

Q53 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)

Commendable,

Comment:

Mr. Bockelman has demonstrated his commitment to Amherst as a "green" community. He worked with the advocates for a Net Zero Energy bylaw to help to revise it in what that can be implemented. He has continued the effort to install solar on one of the closed landfills. He promptly made appointments to the Energy & Climate Action Committee (ECAC) so that it can begin its work. He worked with the Recycling and Refuse Management Committee to implement as much of the Solid Waste Master Plan as possible and supported the grant that enabled us to hire Mimi Kaplan as the Waste Reduction Enforcement Coordinator. He continued the position of Sustainability Coordinator in the budget and the implementation of the regional bikeshare program in Amherst.

Q54 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)

Comment:

repeats performance standard 3

Town Council Members 2019 Evaluations of Town Manager

Q55 Supporting the preservation, maintenance and creation of housing that is safe, decent, and affordable for low- and moderate-income individuals and families, including: 3.2(s), (x)

Commendable,

Comment:

Last year in my evaluation as a member of the Select Board, I commented on Mr. Bockelman's "Excellent work with Beacon Communities and other partners on the North Square project. This was the first use of the tax incentive program and that required significant work." Those units are nearing occupancy. He has supported staff and committee efforts to explore the creation of affordable housing at the former East Street School and on Northampton Road.

Q56 Reviewing and assessing on an on-going basis the Town's status on the State's Subsidized Housing Inventory (SHI), and anticipating factors impacting our SHI percentage in the short- and long-term; 3.2(c), (x), (f)

Satisfactory

Q57 Reporting periodically on the operation of the seasonal shelter and recommending changes to any written agreements as needed. 3.2(l), (x), e

Satisfactory,

Comment:

This is not a town-supported program and is administered by an independent non-profit organization. The Public Safety and Health Departments assist the shelter as needed. Mr. Bockelman has monitored recent shelter staff dissatisfaction with the Board of Directors and included information about the matter in his reports to the Council.

Q58 Preparing materials and information as needed in advance of the March 2018 Charter Vote. Creating and implementing a transition plan based on the outcome of the Charter Vote. 10.7(b)

Commendable,

Comment:

This was certainly a major focus of the Town Manager's work during the last year. When the year began on July 1, 2018, the Charter vote had occurred and Mr. Bockelman worked with the Town Clerk and the Town attorney to create an election process that fulfilled the Charter mandate. That included advocacy for special legislation to authorize an election as specified in the Charter and responding to a legal challenge. He supported the work of staff who redesigned the Town Room to serve as a chamber for the Council. He devised and implemented plans for orientation, training, and the inauguration of the Council. His efforts to be a resource and support for the Council continue.

Q59 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study. 3.2(s)

Comment:

See response to Performance Standard 2 under "Long Range Planning", page 11.

Q60 Periodically review and update a staffing plan that suggests the optimal number and types of positions in each department to best address current service levels and key needs, and serves as a framework for prioritizing recommendations for future hiring. Recommendations for new positions should include the full cost of each position, including post-employment and other benefits. 3.2(a), (m), (n), 6.1

Commendable,

Comment:

The staffing plan is reviewed and updated through the budget process. Mr. Bockelman acknowledges that we could use more staff in many departments if the Town had the funding required. Ultimately, the decision to add staff in one area is likely to require reductions in other areas. That is the source of some dissatisfaction for employees in some departments and members of the public. The Town Manager is commended for having a careful and thoughtful process that considers and proposes the staffing levels in the annual operating budget.

Q61 Summary Comments

Mr. Bockelman does all of his work with an understanding of long-term needs and challenges and with a long-range planning vision consistent with the priorities of the elected bodies.

Page 12: Improving public infrastructure and spaces:

Q62 Prioritizing and implementing repairs to sidewalks, multi-use paths, roadways, parking areas, and intersections; 3.2(i), (k), 5.5(b)

Commendable,

Comment:

Mr. Bockelman prioritized this area of infrastructure need in FY 19 and FY 20. That does not solve the problem because it is an area of capital need that was neglected for many years. Amherst will always be challenged to maintain these surfaces because of climate and use. A consequence of this priority is that resources are then limited for other capital needs which is creating a backlog. (See additional comment to Performance standard #3 of this section.)

Q63 Reviewing and following up on actions recommended by the Transportation Advisory Committee (TAC); 3.2(i), (k), 5.5(b)

Satisfactory,

Comment:

I cannot fully assess whether this standard is met because the Council, and previously the Select Board, are not routinely informed about TAC recommendations. This assessment is largely based on the observation that I have not heard complaints from the Transportation Advisory Committee.

Town Council Members 2019 Evaluations of Town Manager

Q64 Planning and implementing improvements to public areas, including parks, commons, and greenways so that they are safe, attractive, and contribute to our quality of life; 3.2(i), (k), (p), 5.5(b)

Satisfactory,

Comment:

Mr. Bockelman is aware of the need to address problems with playgrounds and athletic fields and is commended for his planning for improvements. There has been tremendous progress with Groff park and the dog park. There are at least three barriers to implementing other plans. (1) Some of the public areas belong to the Regional Schools and other towns need to support that work. (2) The expectations of users has increased. (3) The demand for all resources and for capital resources is overwhelming. We hear significant complaints from users of these facilities. As with roads, sidewalks, and parking areas, the demand to maintain and improve public areas is a challenge and the difficulty to meet that challenge is frustrating for our residents. We have demands for building that need to be maintained or replaced. We are considering the replacement or renovation of elementary schools, libraries, a fire station, and the DPW building. All are important to providing the service that residents want and expect. A challenge we now must meet is to inform and involve the entire community in the choices we need to make. How the Town Manager and Council address that challenge will be a essential for the success of this new government.

Q65 Planning and implementing maintenance and improvements in the downtown and village centers, including working with Town staff and the Business Improvement District (BID) to assess capital needs, to implement improvements, and to complete current projects (e.g., downtown way finding system). 3.2(i), (k), (s), 5.5(b)

Satisfactory,

Comment:

Mr. Bockelman has been attentive to the needs of downtown, North Amherst, Pomeroy Village (pedestrian access from apartment complexes with new pathways following acquisition of land from the former Hickory Ridge Golf Course) and the other village centers.

Q66 Report on the review of LSSE program options and the associated fee structures to ensure that there are appropriate affordable recreation opportunities. 3.2(a), (e), (f), (p)

Satisfactory,

Comment:

The fee subsidy program continues to make programs affordable.

Q67 Planning for I-Net replacement in conformance with October 2016 Comcast contract. 3.2(i), (k), (j), 5.5(b)

Satisfactory

Q68 Explore whether the replacement of the I-Net with a wholly Town owned communication network provides an opportunity to create an enterprise fund for the purpose of providing high-speed internet access to the whole community. 3.2(f), (i), (s)

Satisfactory,

Comment:

This is a goal that is worth consideration but there are tremendous challenges due to resistance from current providers who maintain the infrastructure upon which the new I-Net will be built.

Q69 Summary Comments

Respondent skipped this question

Page 13: Staff and Personnel Relations:

Q70 Maintaining high staff morale by working toward a positive work place culture that includes diversity, civility, mentoring and receptivity to new ideas and innovations; 3.2(a), (b), (m)

Commendable,

Comment:

Mr. Bockelman maintains an ongoing relationship with staff and leads by example. His commitment to diversity is evident from many of our recent hires and promotions. He has encouraged staff to pursue personal growth opportunities. As in prior years, we would like more staff participation in providing information for this evaluation. But it is not possible to draw any conclusions from that low response rate. The best assessment of staff morale is the amount of good work that is done by staff for the Town and its residents, the low staff turnover, and the number of applications received to fill vacancies.

Q71 Increasing communication with staff at all levels, to inform, engage and solicit feedback, in particular developing a strategy and protocols for accepting and responding to communications from staff. 3.2(a), (b), (m)

Commendable,

Comment:

The number of meetings Mr. Bockelman has held with staff at their work place, the regular "Meet-up with the Manager" session, and the regular written reports demonstrate his commitment to increasing communications with staff at all levels.

Q72 Encourage a similar framework of communication be implemented by all directors and department heads so that a consistent process is developed at all levels of Town government; 3.2(a), (b), (m)

Commendable,

Comment:

Internal department communications between department heads and employees they supervise appear strong and positive. The Town Managers has established direct staff communications that will enable him to sense whether there are problems in any department.

Town Council Members 2019 Evaluations of Town Manager

Q73 Encouraging communication between departments to improve cooperation and coordination of services, and to foster pride in accomplishments across all areas of Town government; 3.2(a), (b), (m)

Commendable,

Comment:

Mr. Bockelman brought Public Works into the first responder group and encourages interdepartmental communications at the Bangs Center and Town Hall. This has fostered departmental cooperation on emergency management and discreet issues, such as the implementation of medical and recreational marijuana sales.

Q74 Recruiting, retaining, and assigning the best qualified personnel; 3.2(w), 3.3(a), (b), 6.2

Commendable,

Comment:

Amherst continues to be an employer of choice as demonstrated by low turnover, the number of applicants for vacant positions, and the quality of our newly hired staff.

Q75 Modeling and fostering attitudes of helpfulness and courtesy toward the public; 3.2(v), (t)

Commendable,

Comment:

Mr. Bockelman models the importance of responsiveness and service and thereby fosters these values as the expected norm for all Town employees.

Q76 Encouraging a workplace culture of improved service delivery; 3.2(a), (b), (m)

Commendable,

Comment:

See comments to Performance Standard 6.

Q77 Providing adequate resources, including time, equipment, and professional development, for staff to be effective and successful; 3.2(a), (b), (i)

Commendable,

Comment:

Mr. Bockelman recognizes the value and importance of professional development and mentoring. He provides guidance to staff when possible, encourages it for other supervisors, and has found opportunities for outside programs when available. Budget constraints in both the operating and capital budgets are a challenge for our staff but they understand the competing needs for resources. There are some expressions of dissatisfaction but relatively few. Most staff understand that limited resources require difficult choices.

Q78 Providing periodic updates on progress of action steps identified in the July 2015 Human Resources Audit. 3.2(a), (b), (i)

Unable to Judge

Q79 Summary Comments

Respondent skipped this question

Page 14: Community, Intergovernmental Relations, and Volunteer Committees, Boards and Commissions

Q80 Mitigating the impacts of a significant student population on neighborhoods, on demand for public safety resources, on parking and traffic, and other municipal services; 3.2(r), (s)

Satisfactory,

Comments:

Mr. Bockelman is currently negotiating a new Strategic Partnership agreement with UMass and continues to work with Amherst and Hampshire Colleges. He has good relationship with Nancy Buffone and Tony Maroulis and encourages our staff to work with the University through the Campus and Community Coalition and otherwise. He supports work of the APD generally and Officer Bill Laramee with neighbors who are most affected. He has supported installation of additional lighting as recommended by APD through the "CPTED: Crime Prevention Through Environmental Design" process.

Q81 Developing our partnership and strategies, through regular meetings, with Amherst College that reflect shared interests and concerns; 3.2(r), (s)

Commendable,

Comments:

Assured support for 132 Northampton Rd. affordable housing and then obtained an agreement for a possible site for new DPW building.

Q82 Developing our partnership and strategies, through regular meetings, with Hampshire College that reflect shared interests and concerns; 3.2(r), (s)

Commendable,

Comment:

This was a difficult year for Hampshire College. Mr. Bockelman was aware of the potential consequences for the Town and its residents. He maintained a dialogue with the college throughout the year as it has gone through leadership changes, including with former President Nelson and interim President Rosenthal. Because of his status as an alumni, this was certainly difficult but his duty to the Town was always his priority.

Q83 Pursuing actions of mutual benefit to the Town and the academic institutions including cooperative approaches that encourage "spin off" business development, the creative and innovation economies, and the arts and culture in Amherst; 3.2(r), (s)

Satisfactory,

Comments:

It is difficult to know the Town's role but the emergence of the possible "Eruptor" project is an exciting opportunity. Clearly the Town through the Manager has encouraged this possible initiative.

Town Council Members 2019 Evaluations of Town Manager

Q84 Working with the institutions to facilitate the development of new student housing off-campus and on-campus; 3.2(r), (s)

Satisfactory,

Comments:

Mr. Bockelman continued to monitor the public-private partnership effort to create housing through a process that began with UTAC.

Q85 Reporting periodically on the ongoing efforts and plans of the University for improving the campus and campus life to encourage a constructive relationship between the students and the Town, including the plans and projects of the University Town of Amherst Collaborative (UTAC); 3.2(e), (r), (s)

Satisfactory,

Comment:

See responses to Evaluation Standards 1 and 5.

Q86 Reporting regularly on the UMass December 2015 Strategic Partnership Agreement (SPA). 3.2(e), (r), (s)

Satisfactory,

Comment:

A continuing process. The Council has received periodic reports.

Q87 Maintaining an awareness of developments and planning in nearby institutions and municipalities, and reporting on their activities that impact Amherst. 3.2(r), (s)

Satisfactory,

Comment:

Mr. Bockelman has kept the Select Board and the Council informed about decisions of other communities that affect Amherst (e.g., ambulance service agreements), advocated for Amherst, and worked to develop additional partnerships, directly and through staff (e.g., Community Choice Aggregation and implementation of the regional Bikeshare)."

Q88 Actively engage the community by providing information about Town successes and challenges. 3.2(t), (u), (v)

Commendable,

Comment:

Mr. Bockelman places great value on hearing from residents and responding to their concerns. Most people understand that difficult decisions are required but want to be heard and know why decisions are made. The efforts he makes to interact with people, whether in groups such as "Cuppa Joe with Paul" and the recent meetings with residents about the possible DPW building location, or with individual meetings, are greatly appreciated. He is regularly available to the news media and uses social media such as Twitter. Most important is that through these communications channels, he responds to questions, provides information and clearly explains the reasons for his decisions.

Town Council Members 2019 Evaluations of Town Manager

Q89 Developing a strategy for a clear and manageable process for responding to public inquiries and requests. Encouraging effective and responsive communication by all directors and department heads so that a consistent process is provided at all levels of Town government. 3.2(v), 3.3(d)

Satisfactory,

Comment:

I am not aware of a formal policy. That doesn't mean that one does not exist. It is clear that service to the community and communications are important values. The Council has had a few emails of complaint but given the size of this community and the number of ways the Town touches on lives of residents, it is rare.

Q90 Ensuring that staff responds to committees, boards, and commissions that offer recommendations on plans or projects. In addition to acknowledging that input, follow up with action to be taken in response, or an explanation about why a recommendation may not be feasible. 3.2(b), (s)

Satisfactory,

Comment:

Mr. Bockelman values the time residents invest in community service through Boards and Committees, encourages support for their work and responsiveness to their recommendations.

Q91 Improving overall modernization and management of the volunteer committees, boards, and commissions system. 3.2(b), 3.3(d)

Satisfactory,

Comment:

There is a unique charge for each committee and no single strategy for making them successful. Mr. Bockelman and the entire town staff strive to help each of our board and committees succeed in meeting its charge

Q92 Summary Comments

Respondent skipped this question

Page 15: Helping to ensure that Amherst adheres to the principle of being a diverse community by:

Q93 Increasing diversity among staff, boards, and committees; 3.3(a), (b), (c), (d), 6.2, 9.12(e)

Commendable,

Comment:

Mr. Bockelman is using the Resident Advisory Committee, the Community Participation Officers, and the appointment process to increase diversity when possible.

Q94 Reviewing our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community; 3.3(a), (b), 6.2

Commendable,

Comment:

Recent hires and promotions, exemplified in the public safety departments, demonstrate success.

Town Council Members 2019 Evaluations of Town Manager

Q95 Engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation; 3.2(u), (v), 3.3(c), (d),

Satisfactory,

Comment:

Mr. Bockelman is using the Community Participation Officers and encouraging staff to reach parts of the community that do not regularly participate in town government.

Q96 Promote efforts which seek to foster respect toward and among all employees, residents, and visitors in Amherst. 3.2(s), 3.3(d), 6.2

Satisfactory

Q97 Summary Comments

Respondent skipped this question

Page 16: Open Response // Comments

Q98 Feel free to comment on your assessment of how the Town Manager has supported the first 7 months of the transition to the Town Council

As noted previously, the transition to the Council was one of the greatest challenges for the Town Manager in the last year. He also had to assure the continuation of Town services as expected by residents, address short-term challenges, and work to address long-term challenges. We are fortunate to have a Town Manager that was able to achieve all of these needs.

Manager-Council governments are the most common form of municipal governance nationally. They succeed when there are Councilors and a Manager who work together effectively. We are fortunate to have that in Amherst.

Q99 General Expectations: Feel free to comment on strengths or weaknesses in any of the following areas: Professionalism
Community spirit
Leadership
Defends conviction under pressure
Enthusiasm
Openness to differing views/new information
Accessibility
Resourcefulness
Setting priorities
Advocacy with State and Federal Government
Communication style
Crisis management
Listening skills
Responsiveness
Public speaking
Facilities management

Respondent skipped this question

Page 17: Additional Comments

Q100 Comments

Respondent skipped this question

Q101 Comments

Respondent skipped this question

Town Council Members 2019 Evaluations of Town Manager

Q102 Comments

Respondent skipped this question

Q103 Summary Comments

Respondent skipped this question

#9

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Monday, August 05, 2019 9:12:44 PM
Last Modified: Tuesday, August 06, 2019 2:43:44 PM
Time Spent: 17:30:59
IP Address: 73.68.117.53

Page 1: Dear Town Councilor:

Q1 Town Councilor Name (First then Last):

Evan Ross

Page 2: Areas of Responsibility

Q2 Negotiate Host Community Agreements (HCAs) for two or more retail marijuana establishments, and additional HCAs for other non-retail adult-use businesses (e.g., independent testing lab, cultivator, product manufacturer, microbusiness) 3.2(i), (l), (x)

Satisfactory,

Comment:

Met goal of HCAs for two or more establishments. Cannot comment on HCA process or content.

Q3 Submit MassWorks grant application for North Amherst 3.2(i), (k), (l)

Unable to Judge ,

Comment:

Grant was submitted but not successful.

Q4 Publish Economic Development Plan prepared by PVPC via Community Compact Cabinet grant fund and Economic Development Director 3.2(s)

Satisfactory

Q5 Plan the transition for the annual setting of the tax rate 3.2(i)

Unable to Judge

Q6 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education 3.2(i)

Unable to Judge ,

Comment:

The Town successfully participated in the process, but unclear on participation of Town Manager in result vs other working group members.

Town Council Members 2019 Evaluations of Town Manager

Q7 Negotiate contracts for emergency medical services with three remaining partners 3.2(o)	Satisfactory
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Q8 Update Select Board on the impact of our 07-01-18 move from our own health insurance trust to MIIA Health Benefits Trust 3.2(h)	Unable to Judge
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Q9 Summary Comments	Respondent skipped this question
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Page 3: Relationship with the Select Board (through December 3, 2018)

Q10 Complete outstanding Select Board Minutes 3.2(x)	Unable to Judge
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Q11 Advise Select Board of any issues with operation of seasonal homeless shelter that opens November 1, 2018 3.2(l), (x), (e)	Unable to Judge
---	------------------------

Q12 Advise Select Board of any police grants refused due to our Sanctuary Community status 3.2(e), (f)	Unable to Judge
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Q13 Catalog Select Board Policies for review by the Select Board prior to providing them as reference documents to the Town Council 3.2(f), (v)	Unable to Judge
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Q14 Plan the transition from the Select Board as Local Licensing Authority (LLA) for new alcohol/liquor and common victualler applications, as well as annual renewals, to the new Board of License Commissioners, who you may nominate for Town Council-elect review prior to the Town Council taking office 12-03-18 10.7(q); 6.3	Unable to Judge
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Q15 Summary Comments	Respondent skipped this question
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Page 4: Long Range Planning

Q16 Update Select Board on continued implementation of the Charter transition plan 10.7(b)	Unable to Judge
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Town Council Members 2019 Evaluations of Town Manager

Q17 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study, including updating Select Board 3.2(s)

Unable to Judge

Q18 Ensure coordinated planning and resource allocation in the Amherst and Pelham preK-6 Regional School District Planning Board (RSDPB) process, including updating Select Board 3.2(r), (s)

Unable to Judge

Q19 Summary Comments

Respondent skipped this question

Page 5: Staff and Personnel Relations

Q20 While planning for new hires to be confirmed by the incoming Town Council, review our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community 3.2(m)

Unable to Judge

Comment:

Unclear on what specifically has been done to increase diversity in hiring under either Human Resources Directors.

Q21 Develop a strategy and protocols for staff accepting and responding to communications from Town Councilors as well as from staff, and by all directors and department heads so that a consistent process is developed at all levels of Town government 3.2(a), (m)

Unable to Judge

Comment:

I am unclear whether a protocol has been developed for staff regarding communications with Town Council as I have not seen any protocol.

Q22 Summary Comments

Town Manager self evaluation is unspecific with regard to these two goals.

Page 6: Community, Intergovernmental Relations, and Volunteer Committees, Boards, and Commissions

Q23 Establish 11-06-18 Early Voting at UMass that replicates the success of the four UMass sessions prior to the 2016 election
<https://www.amherstma.gov/2280/Early-Voting> 3.2(a), (c)

Satisfactory,

Comment:

UMass early voting was very successful, but there were some concerns regarding distribution of municipal ballots to students.

Q24 Propose a response to the Donohue Institute study of the cost of providing elementary and secondary education to residents of non-taxable University housing, especially in preparation for negotiation of next Strategic Partnership Agreement (SPA) 3.2(f), (r)

Unable to Judge

Town Council Members 2019 Evaluations of Town Manager

Q25 Propose the appropriate relationship between the University Town of Amherst Collaborative (UTAC) and the incoming Town Council 3.2(f), (r)

Unable to Judge,
Comment:
Unclear on current conversations around UTAC.

Q26 Propose the appropriate relationship between the Town Council and Amherst College and Hampshire College 3.2(f)

Unable to Judge

Q27 Propose the appropriate relationship between the Town Council and the Campus and Community Coalition to reduce high-risk drinking (CCC) 3.2(f), (r)

Unable to Judge

Q28 Continue to engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation (e.g., Groff Park renovation meeting at apartment community room) 3.2(v), 3.3(d)

Needs Improvement,
Comment:
This is a tough task, with some notable efforts to bring underrepresented groups into local government participation (e.g. meeting about Groff Park at the park nearby apartment complexes, door-to-door outreach about DPW site in the neighborhood). However, forums, hearings, and committees are still largely attended by the same familiar faces. There is room for improvement for the Town Manager, in collaboration with the CPOs, to continue to try out new ideas to involve new voices and communities.

Q29 Propose ways of increasing diversity in committee membership, as you will be appointing most committees with confirmation by Town Council 3.2(v), 3.3(c), (d)

Needs Improvement,
Comment:
By the Town Managers own demographic data, diversity of committee appointments and applicants does not reflect the diversity of the community. Room for improvement for the Town Manager in collaboration with the CPOs. This was a key component of the Charter. Not sure if there is a strategy or if efforts to increase diversity are ad hoc.

Q30 Summary Comments

Respondent skipped this question

Town Council Members 2019 Evaluations of Town Manager

Q31 Promoting efficiencies in Town structure and service delivery, including regionalization of services where appropriate, and maximizing effective use of CDBG, CPA, and other funds to offset allowed legal and administrative costs; 3.2(a), (b), (i), (l)	Commendable, Comment: The Town Manager has demonstrated a clear effort to promote efficiencies (e.g. shared facilities manager, Sean Mangano's dual roles, shared CPO role among three current staff). I do have some concerns about whether the increased workload is straining staff.
Q32 Negotiating contracts, including the collective bargaining contracts, that reflect the community's needs and priorities; 3.2(o), (l)	Unable to Judge
Q33 Pursuing sustainable and appropriate development to increase the percentage of tax revenue generated from commercial property, and to reduce the burden on residential property owners. 3.2(i), (f)	Satisfactory
Q34 Summary Comments	Respondent skipped this question
Page 8: Develop Strategies for the Long-term Financial Health of the Town: 3.2(f)	
Q35 Reviewing and assessing on an on-going basis the Town's current strategies for handling long range post-employment benefit program (OPEB) obligations; 3.2(f), (i), (h)	Unable to Answer
Q36 Developing strategies to maintain an excellent bond rating; 3.2(h), (i), (j)	Unable to Judge
Q37 Working with the legislature to adopt policies in line with our goals and values. 3.2(f), (r), (s)	Unable to Answer , Comment: Not sure how to evaluate this goal as it is vague.
Q38 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education. 3.2(i)	Unable to Judge , Comment: See previous comment on Regional Assessment Method process.

Town Council Members 2019 Evaluations of Town Manager

Q39 Develop strategy and provide leadership to implement funding for the major capital projects: Fire Station, DPW Facility, Elementary Schools, and Jones Library. 3.2(f), (i), (v), (t), 5.5(b)

Commendable,

Comment:

Commend the Town Manager for the hiring and work of Sean Mangano in developing options for funding of major capital projects.

Q40 Summary Comments

Respondent skipped this question

Page 9: Areas of Responsibility

Q41 Prepare the annual budget in conformance with the Select Board Budget Policy Guidelines. 3.2(i), 5.4(b)

Satisfactory

Q42 Effectively administer the adopted budget. 3.2(a), (c), (h)

Satisfactory

Q43 Summary Comments

Respondent skipped this question

Page 10: Relationship with the Town Council:

Q44 Providing regular communications to the Town Council about matters relevant to their responsibilities and concerns, including changes and additions to Town programs and initiatives; 3.2(d), (e)

Satisfactory,

Comment:

The Town Manager report is useful and informative, and email communications about relevant matters are frequent.

Q45 Responding to communications from members of the Town Council in a timely manner; 3.2(d)

Commendable,

Comment:

The Town Manager is exceptionally accessible to Town Councilors and has responded to my correspondence in a timely manner. I cannot speak for communications from other members of the Council.

Q46 Recognizing issues or changes with a direct or significant impact on the community, and that falls within the Town Council's authority to provide feedback; 3.2(e)

Satisfactory

Town Council Members 2019 Evaluations of Town Manager

Q47 Allowing the Town Council opportunity to provide feedback on changes to policy and practice or new initiatives before implementation; 3.2(e), (f)

Needs Improvement

Comment:

When it comes to policy and practice not requiring Town Council action the Council is typically informed after a decision has been made. As a member of the Committee on Outreach, Communications, and Appointments, we have had discussions with the Town Manager about how the Council can be involved earlier in the process when it comes to hiring department heads.

Q48 Ensuring that all members of the Town Council are aware of anything significant before it appears in the media. 3.2(e)

Commendable

Q49 Beginning the process of cataloging Town Council policies for review by the Board with the intent to assemble them in a coherent and publicly available format. 3.2(f), (v)

Unable to Judge

Q50 Summary Comments

Respondent skipped this question

Page 11: Long Range Planning

Q51 Continuing to revise and update the 07-16-16 Facilities Profiles (former goal known as "Building Assessment Report"). Provide at least a semi-annual review of the document with the Town Council to make them aware of changes or proposed changes in the buildings' use, benefit or liability to the Town, and recommendations for retaining ownership. 3.2(k), (i), (f) 5.5(b)

Unable to Judge

Comment:

This review, to my knowledge, has not occurred.

Q52 Developing a policy for the disposition, reuse or disposal of surplus Town property (e.g., East Street School). 3.2(k), (f)

Satisfactory

Q53 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)

Satisfactory,

Comment:

Progress made on solar on the landfill.

Town Council Members 2019 Evaluations of Town Manager

Q54 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)

Satisfactory

Q55 Supporting the preservation, maintenance and creation of housing that is safe, decent, and affordable for low- and moderate-income individuals and families, including: 3.2(s), (x)

Satisfactory

Q56 Reviewing and assessing on an on-going basis the Town's status on the State's Subsidized Housing Inventory (SHI), and anticipating factors impacting our SHI percentage in the short- and long-term; 3.2(c), (x), (f)

Unable to Judge

Q57 Reporting periodically on the operation of the seasonal shelter and recommending changes to any written agreements as needed. 3.2(l), (x), e

Satisfactory

Q58 Preparing materials and information as needed in advance of the March 2018 Charter Vote. Creating and implementing a transition plan based on the outcome of the Charter Vote. 10.7(b)

Unable to Judge

Q59 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study. 3.2(s)

Unable to Judge

Q60 Periodically review and update a staffing plan that suggests the optimal number and types of positions in each department to best address current service levels and key needs, and serves as a framework for prioritizing recommendations for future hiring. Recommendations for new positions should include the full cost of each position, including post-employment and other benefits. 3.2(a), (m), (n), 6.1

Unable to Judge

Q61 Summary Comments

Respondent skipped this question

Town Council Members 2019 Evaluations of Town Manager

Q62 Prioritizing and implementing repairs to sidewalks, multi-use paths, roadways, parking areas, and intersections; 3.2(i), (k), 5.5(b)

Satisfactory,

Comment:

I was pleased to see the Town Manager prioritized roads and sidewalks in the FY20 budget.

Q63 Reviewing and following up on actions recommended by the Transportation Advisory Committee (TAC); 3.2(i), (k), 5.5(b)

Unable to Judge

Q64 Planning and implementing improvements to public areas, including parks, commons, and greenways so that they are safe, attractive, and contribute to our quality of life; 3.2(i), (k), (p), 5.5(b)

Satisfactory

Q65 Planning and implementing maintenance and improvements in the downtown and village centers, including working with Town staff and the Business Improvement District (BID) to assess capital needs, to implement improvements, and to complete current projects (e.g., downtown way finding system). 3.2(i), (k), (s), 5.5(b)

Unable to Judge

Q66 Report on the review of LSSE program options and the associated fee structures to ensure that there are appropriate affordable recreation opportunities. 3.2(a), (e), (f), (p)

Unable to Judge ,

Comment:

I don't recall such a report to the Town Council.

Q67 Planning for I-Net replacement in conformance with October 2016 Comcast contract. 3.2(i), (k), (j), 5.5(b)

Unable to Judge

Q68 Explore whether the replacement of the I-Net with a wholly Town owned communication network provides an opportunity to create an enterprise fund for the purpose of providing high-speed internet access to the whole community. 3.2(f), (i), (s)

Unable to Judge ,

Comment:

Have not received any information on this from the Town Manager.

Q69 Summary Comments

Respondent skipped this question

Town Council Members 2019 Evaluations of Town Manager

Q70 Maintaining high staff morale by working toward a positive work place culture that includes diversity, civility, mentoring and receptivity to new ideas and innovations; 3.2(a), (b), (m)

Satisfactory,

Comment:

Multiple staff members engaging in professional development opportunities.

Q71 Increasing communication with staff at all levels, to inform, engage and solicit feedback, in particular developing a strategy and protocols for accepting and responding to communications from staff. 3.2(a), (b), (m)

Satisfactory

Q72 Encourage a similar framework of communication be implemented by all directors and department heads so that a consistent process is developed at all levels of Town government; 3.2(a), (b), (m)

Unable to Judge

Q73 Encouraging communication between departments to improve cooperation and coordination of services, and to foster pride in accomplishments across all areas of Town government; 3.2(a), (b), (m)

Unable to Judge

Q74 Recruiting, retaining, and assigning the best qualified personnel; 3.2(w), 3.3(a), (b), 6.2

Satisfactory,

Comment:

Amherst has great personnel who are dedicated and effective. I do have concerns about the burden on staff from the new Council and whether that may impact retention.

Q75 Modeling and fostering attitudes of helpfulness and courtesy toward the public; 3.2(v), (t)

Comment:

I do not know how to evaluate this goal as it is vague and weird.

Q76 Encouraging a workplace culture of improved service delivery; 3.2(a), (b), (m)

Unable to Judge

Q77 Providing adequate resources, including time, equipment, and professional development, for staff to be effective and successful; 3.2(a), (b), (i)

Satisfactory,

Comment:

Encouraged by professional development opportunities staff engage in. Concern with burdens placed on staff by new Council and whether staff have adequate time and compensation given the new responsibilities.

Town Council Members 2019 Evaluations of Town Manager

Q78 Providing periodic updates on progress of action steps identified in the July 2015 Human Resources Audit. 3.2(a), (b), (i)

Unable to Judge

Q79 Summary Comments

Respondent skipped this question

Page 14: Community, Intergovernmental Relations, and Volunteer Committees, Boards and Commissions

Q80 Mitigating the impacts of a significant student population on neighborhoods, on demand for public safety resources, on parking and traffic, and other municipal services; 3.2(r), (s)

Satisfactory,
Comments:
Clear planning around weekends of increased student activity.

Q81 Developing our partnership and strategies, through regular meetings, with Amherst College that reflect shared interests and concerns; 3.2(r), (s)

Unable to Judge

Q82 Developing our partnership and strategies, through regular meetings, with Hampshire College that reflect shared interests and concerns; 3.2(r), (s)

Unable to Judge

Q83 Pursuing actions of mutual benefit to the Town and the academic institutions including cooperative approaches that encourage "spin off" business development, the creative and innovation economies, and the arts and culture in Amherst; 3.2(r), (s)

Satisfactory,
Comments:
Encouraged by conversation with Amherst College around land for new DPW building.

Q84 Working with the institutions to facilitate the development of new student housing off-campus and on-campus; 3.2(r), (s)

Unable to Judge

Q85 Reporting periodically on the ongoing efforts and plans of the University for improving the campus and campus life to encourage a constructive relationship between the students and the Town, including the plans and projects of the University Town of Amherst Collaborative (UTAC); 3.2(e), (r), (s)

Unable to Judge,
Comment:
UTAC has ceased to meet. Unclear what is happening without it.

Q86 Reporting regularly on the UMass December 2015 Strategic Partnership Agreement (SPA). 3.2(e), (r), (s)

Unable to Judge,
Comment:
Reporting has been periodic but vague.

Town Council Members 2019 Evaluations of Town Manager

Q87 Maintaining an awareness of developments and planning in nearby institutions and municipalities, and reporting on their activities that impact Amherst. 3.2(r), (s)

Unable to Judge

Q88 Actively engage the community by providing information about Town successes and challenges. 3.2(t), (u), (v)

Satisfactory,

Comment:

Use of Town website and social media to showcase Town successes. Questions about how to reach underrepresented communities to engage them in our local government.

Q89 Developing a strategy for a clear and manageable process for responding to public inquiries and requests. Encouraging effective and responsive communication by all directors and department heads so that a consistent process is provided at all levels of Town government. 3.2(v), 3.3(d)

Unable to Judge ,

Comment:

Unclear whether such a process is in effect.

Q90 Ensuring that staff responds to committees, boards, and commissions that offer recommendations on plans or projects. In addition to acknowledging that input, follow up with action to be taken in response, or an explanation about why a recommendation may not be feasible. 3.2(b), (s)

Unable to Judge

Q91 Improving overall modernization and management of the volunteer committees, boards, and commissions system. 3.2(b), 3.3(d)

Needs Improvement ,

Comment:

This requires more staff time but many committees has out of date web pages and missing minutes.

Q92 Summary Comments

Respondent skipped this question

Page 15: Helping to ensure that Amherst adheres to the principle of being a diverse community by:

Q93 Increasing diversity among staff, boards, and committees; 3.3(a), (b), (c), (d), 6.2, 9.12(e)

Needs Improvement ,

Comment:

See previous question on diversity in hearings, forums, and committees.

Town Council Members 2019 Evaluations of Town Manager

Q94 Reviewing our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community; 3.3(a), (b), 6.2

Unable to Judge

Q95 Engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation; 3.2(u), (v), 3.3(c), (d),

Needs Improvement

Comment:

See previous question on this topic.

Q96 Promote efforts which seek to foster respect toward and among all employees, residents, and visitors in Amherst. 3.2(s), 3.3(d), 6.2

Unable to Judge

Comment:

This goal is vague and difficult to meaningfully evaluate.

Q97 Summary Comments

Respondent skipped this question

Page 16: Open Response // Comments

Q98 Feel free to comment on your assessment of how the Town Manager has supported the first 7 months of the transition to the Town Council

The Town Manager has worked hard during this transition period to support the Town Council. I appreciated his efforts in the pre-inauguration period to provide the Council with some orientation, and his openness to meet with Councilors to assess their priorities and challenges. Within the context of OCA, the Town Manager has been open and responsive to dialogue surrounding committee appointments. The Town Manager's support has been critical to the success of the Council's first 7 months.

Q99 General Expectations: Feel free to comment on strengths or weaknesses in any of the following areas:

Professionalism	Community spirit	Leadership	Defends conviction under pressure
Enthusiasm	Openness to differing views/new information		
Accessibility	Resourcefulness	Setting priorities	Advocacy with State and Federal Government
Communication style	Crisis management	Listening skills	
Responsiveness	Public speaking	Facilities management	

The Town Manager is an effective communicator. In public meetings and forums I appreciate the clear way he is able to articulate and frame issues of important to our Town. The challenge is getting more people to these meetings and forums and working towards engaging a broader swath of our community.

Page 17: Additional Comments

Q100 Comments

Going forward with Town Manager evaluations, we need a simpler and better way to assess performance. This should involve a smaller set of goals that provide for more thorough consideration of the Town Manager's overall performance across responsibilities.

Town Council Members 2019 Evaluations of Town Manager

Q101 Comments

I am grateful to the Town Manager for his prudent use of Town resources, his focus on fiscal realities and responsibility, and his work to maintain Amherst's financial position.

Q102 Comments

Respondent skipped this question

Q103 Summary Comments

Respondent skipped this question

#10

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Tuesday, August 06, 2019 12:43:27 PM
Last Modified: Tuesday, August 06, 2019 4:00:32 PM
Time Spent: 03:17:04
IP Address: 128.119.75.229

Page 1: Dear Town Councilor:

Q1 Town Councilor Name (First then Last):

Alisa Brewer

Page 2: Areas of Responsibility

Q2 Negotiate Host Community Agreements (HCAs) for two or more retail marijuana establishments, and additional HCAs for other non-retail adult-use businesses (e.g., independent testing lab, cultivator, product manufacturer, microbusiness) 3.2(i), (l), (x)

Satisfactory,
Unsatisfactory,

Comment:

Herbology Medical signed 10-18-2018 (note the other three Medical HCA referenced in the Town Manager 07-12-19 Self-evaluation memo were executed by him prior to the establishment of this goal; this evaluation is actually only reflecting 08-25-18 through 08-06-19, not the cumulative history) RISE recreational retail signed 11-29-18 (was already operating Medical) Herbology recreational retail signed 12-04-18 Mass Alternative Care recreational retail signed 12-21-18 one HCA with a marijuana cultivator date unknown possibly Riverside Organics It appears the internal review team is looking at another set of applicants based on a round that opened 04-23-19 and closed 05-31-19

Q3 Submit MassWorks grant application for North Amherst 3.2(i), (k), (l)

Satisfactory,

Comment:

appreciate the focus on improving the future application to address the funding source feedback

Town Council Members 2019 Evaluations of Town Manager

Q4 Publish Economic Development Plan prepared by PVPC via Community Compact Cabinet grant fund and Economic Development Director 3.2(s)

Satisfactory,

Comment:

the goal was to complete the process funded by the CCC grant, and that's been done with the publication of the *Report* at <https://www.amherstma.gov/2214/Economic-Development> Next stage is to develop a *Plan* to execute the strategies contained in that report and elsewhere

Q5 Plan the transition for the annual setting of the tax rate 3.2(i)

Satisfactory,

Comment:

the classification hearing was held earlier than usual in 2018 to get it completed before the Town Council was in place the classification hearing to be held with the Town Council in 2019 has not been discussed; hopefully our recently retired Principal Assessor will be available for this

Q6 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education 3.2(i)

Satisfactory,

Comment:

this was difficult and required provision of significant staff support

Q7 Negotiate contracts for emergency medical services with three remaining partners 3.2(o)

Satisfactory

Q8 Update Select Board on the impact of our 07-01-18 move from our own health insurance trust to MIIA Health Benefits Trust 3.2(h)

Satisfactory

Q9 Summary Comments

Respondent skipped this question

Town Council Members 2019 Evaluations of Town Manager

Q10 Complete outstanding Select Board Minutes 3.2(x)

Unsatisfactory,

Comment:

This was a problem of lack of Minutes preparation that this Town Manager inherited because the Town Manager hired in 2006 did not assign staff to take Minutes at Select Board meetings, and despite various opportunities due to personnel changes since then, no Town Manager since hired staff in the Town Manager/Select Board office to take Minutes at Select Board meetings. Instead the Town Manager's notes and staff watching videos after the fact and one Chair's notes formed the basis of Minutes for many years and Minutes were not completed in a timely fashion. Although this is frustrating to see hanging out there, especially given this Town Manager's available time period of August 2016 to March 2018 when Charter transitions were not yet a challenge, to his credit the Town Manager ensured that the Town Clerk he hired to serve as both Town Clerk and Clerk of the Town Council (and later the Town Clerk staff now serving as Clerk of the Town Council) is indeed ensuring full Town Council meeting Minutes are produced in a timely fashion for Town Council approval.

Q11 Advise Select Board of any issues with operation of seasonal homeless shelter that opens November 1, 2018 3.2(l), (x), (e)

Satisfactory,

Comment:

No issues were reported. Very little data collection has been shared with the Select Board over the past few years. We know that public safety works hard to maintain relationships with shelter staff and clients, and that the Building and Health staff are also important in making the seasonal shelter work, even though there is currently no direct Town funding of the seasonal shelter.

Q12 Advise Select Board of any police grants refused due to our Sanctuary Community status 3.2(e), (f)

Satisfactory,

Comment:

We were aware that we may face a financial penalty when we supported Sanctuary Community; no news is good news

Q13 Catalog Select Board Policies for review by the Select Board prior to providing them as reference documents to the Town Council 3.2(f), (v)

Unsatisfactory,

Comment:

The Select Board had been asking for a central repository of Select Board policies since well before this Town Manager was hired. The Select Board was not provided the opportunity to review Select Board policies prior to providing them to the Town Council. Although the self-evaluation Memo 07-12-19 states: "Policies: Made Select Board policies available for review by the Town Council." this is not an accurate statement. There are many existing Select Board policies. Only one Select Board policy was provided to the Town Council in the large November workshop binder, the Remote Participation Policy and Regulation. I am unaware of any other Select Board policies being made available for review. The Town Manager did not fulfill this goal as he did not provide a catalog of policies nor provide the policies themselves. There is no existing single catalog of Select Board policies in hardcopy or electronic form. The long list of current Select Board policies with links that I provided the Town Council based on my eleven years of Select Board service and as the side product of the Town Council Rules of Procedure process has been referred for review by the Town Council's GOL for a way to both make these existing policies available in a central location electronically and then also to begin reviewing them for possible updates. There may be more existing Select Board policies that were not captured in that long list.

Q14 Plan the transition from the Select Board as Local Licensing Authority (LLA) for new alcohol/liquor and common victualler applications, as well as annual renewals, to the new Board of License Commissioners, who you may nominate for Town Council-elect review prior to the Town Council taking office 12-03-18 10.7(q); 6.3

Needs ,
Improvement

Comment:

The Board of License Commissioners could have been nominated earlier given the Charter Transition provision, but were eventually put forth to Town Council 01-07-19 and voted by Town Council 01-28-19. The Board of License Commissioners met for the first time 02-12-19. There did not appear to be any problem with these appointments not happening sooner as the Town Manager was empowered to act as the LLA during the intervening time. I am pleased that the LLA has more staff support than was provided in the past and it appears they will make substantial progress in writing essential municipal regulations that have never been codified before. Unfortunately it does not appear the Town Manager was able to obtain a legal opinion from our Town Attorney regarding the level of conflict of interest outlined in the Charter 6.3 ("No person while a member of the Board of License Commissioners shall have any financial interest, directly or indirectly, in the sale or distribution of alcoholic beverages, marijuana, or any regulated substance that may come under the purview of the Board of License Commissioners in any form. "), meaning that none of the appointed License Commissioners had any experience working at any level in any Amherst establishment that held an alcohol license.

Q15 Summary Comments

Since only two of the thirteen Town Councilors were Select Board members, it is likely that most Town Councilors have little familiarity with this section of the evaluation.

Town Council Members 2019 Evaluations of Town Manager

Q16 Update Select Board on continued implementation of the Charter transition plan 10.7(b)

Needs ,
Improvement

Comment:

The full goal statement was: "Update Select Board on continued implementation of the Charter transition plan that identifies priority policy and planning areas (e.g., major capital projects)" The Town Manager's self-evaluation states: "Updated the Select Board on the implementation of the Charter at each of its meetings." It is true that the Select Board was updated at each Select Board meeting. It is also a fact that there was never a written Charter transition plan beyond the words printed in the Charter itself. No charts or timelines or "transition plan" were ever provided (to the Select Board or the Town Council) despite Select Board requesting these repeatedly. This resulted in numerous transition items being overlooked or delayed or repeated.

Q17 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study, including updating Select Board 3.2(s)

Satisfactory

Q18 Ensure coordinated planning and resource allocation in the Amherst and Pelham preK-6 Regional School District Planning Board (RSDPB) process, including updating Select Board 3.2(r), (s)

Satisfactory

Q19 Summary Comments

Although some of the Select Board goals did indeed include Charter references, most Select Board goals did not include them, and I do not understand why this form added Charter references when the original goals did not include those Charter references, and the person who added them was not there when those Select Board goals were written. I do understand they are useful moving forward as we re-design the Town Manager Annual Performance Evaluation, but readers should not assume the original goal meant to reference the Charter when the original goal did not reference the Charter.

Page 5: Staff and Personnel Relations

Town Council Members 2019 Evaluations of Town Manager

Q20 While planning for new hires to be confirmed by the incoming Town Council, review our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community 3.2(m)

Needs ,
Improvement

Comment:

The Select Board goal read: "Update Select Board on policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community" and did not include a Charter reference. The Town Manager's self-evaluation states: "This is an ongoing effort that has received renewed attention from the Town's new Director of Human Resources." I do not recall the Select Board being updated. It is important to understand that the Select Board never had any role in any hires other than hiring the Town Manager. Despite repeated requests, the Select Board had no role in the hiring of the Executive Assistant to the Town Manager, who also worked closely with the Select Board. The Select Board had no role in the hiring of the new Town Clerk and her partial duties of Clerk of the Town Council. The Select Board had no role in the hiring of the Human Resources Director. The Select Board had no role in the removal of "Human Rights Director" from the new Human Resources Director. The Town Council should retain some variation of this goal in order to improve our ability to maintain a workforce that reflects the diversity of our community.

Q21 Develop a strategy and protocols for staff accepting and responding to communications from Town Councilors as well as from staff, and by all directors and department heads so that a consistent process is developed at all levels of Town government 3.2(a), (m)

Satisfactory,

Comment:

We should review this again now that several months in. I am unaware of any written protocols we could reference.

Q22 Summary Comments

again I am uncomfortable with the addition of Charter references when none were included in the original Select Board goal, though I appreciate the attempt to relate

Town Council Members 2019 Evaluations of Town Manager

Q23 Establish 11-06-18 Early Voting at UMass that replicates the success of the four UMass sessions prior to the 2016 election
<https://www.amherstma.gov/2280/Early-Voting> 3.2(a), (c)

Commendable,

Comment:

Largely due to the Town Manager's leadership, this was enthusiastically embraced by staff despite being a lot of work. The next Town Clerk needs to find a more effective way to train the volunteer and paid pollworkers, many of whom have been doing the same task for many years, to understand that when there are two ballots being used as there are two elections happening in parallel -- fortunately a relatively rare situation -- it is simply not acceptable to treat what appear to be college students as though they are likely uninterested in the Town ballot. Every single voter should be offered both ballots as a standard, not as a question; while I myself was present to hear pollworkers treat young voters as though they were unlikely to want the local ballot, no pollworker assumed any voter was there for only the local ballot, and they did not represent the state ballot as optional.

Q24 Propose a response to the Donohue Institute study of the cost of providing elementary and secondary education to residents of non-taxable University housing, especially in preparation for negotiation of next Strategic Partnership Agreement (SPA) 3.2(f), (r)

Needs Improvement

Comment:

Although we waited a very long time (years) for the results of this study, and we wanted to make progress incorporating that data, as it turns out the study was presented poorly and without adequate support for assumptions. Given that quality and the timeframe with the Charter transition it is no surprise that this was not a high priority to complete.

Q25 Propose the appropriate relationship between the University Town of Amherst Collaborative (UTAC) and the incoming Town Council 3.2(f), (r)

Satisfactory,

Comment:

This is being worked on and is not as time sensitive as other issues.

Q26 Propose the appropriate relationship between the Town Council and Amherst College and Hampshire College 3.2(f)

Satisfactory,

Comment:

This is being addressed on a project basis now but needs more attention to the overall relationship soon. That was a long standing goal of the Select Board and needs to be brought forward by the Town Council.

Q27 Propose the appropriate relationship between the Town Council and the Campus and Community Coalition to reduce high-risk drinking (CCC) 3.2(f), (r)

Satisfactory,

Comment:

This is being worked on and is not as time sensitive as other issues.

Town Council Members 2019 Evaluations of Town Manager

Q28 Continue to engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation (e.g., Groff Park renovation meeting at apartment community room) 3.2(v), 3.3(d)

Satisfactory,

Comment:

A lot is happening. A lot more needs to happen in terms of diverse participation at both one time events with childcare and food and location, and ongoing commitments.

Q29 Propose ways of increasing diversity in committee membership, as you will be appointing most committees with confirmation by Town Council 3.2(v), 3.3(c), (d)

Needs ,

Improvement

Comment:

We have a lot of work to do together since Town Council appoints a few bodies and has to approve the Town Manager's appointments of many others. How will we know when the pool is diverse enough to proceed with appointments? How might we change meeting times and the way the work is arranged to still comply with Open Meeting Law yet make participation more accessible to more people? The Town Council needs to bring this forward as a goal to ensure we do not lose focus.

Q30 Summary Comments

next year please do not add items to the evaluation instrument that were not in the original goals; if you want to use them, they need to be in the goals we develop with the Town Manager, not added after the fact

Page 7: Mid-term and Long-term FY18 Town Manager Performance Goals

Q31 Promoting efficiencies in Town structure and service delivery, including regionalization of services where appropriate, and maximizing effective use of CDBG, CPA, and other funds to offset allowed legal and administrative costs; 3.2(a), (b), (i), (l)

Commendable,

Comment:

Amherst continues to struggle with moving from a culture of "no, you probably can't do that" to "yes, let's see how we can make that happen" but we have made a lot of progress as the Town Manager continues to focus his teams on these areas.

Q32 Negotiating contracts, including the collective bargaining contracts, that reflect the community's needs and priorities; 3.2(o), (l)

Satisfactory

Q33 Pursuing sustainable and appropriate development to increase the percentage of tax revenue generated from commercial property, and to reduce the burden on residential property owners. 3.2(i), (f)

Satisfactory

Q34 Summary Comments

although I have many concerns about day to day work of the Town Council not being adequately supported by paid staff, I am generally confident in our financial management with the exception of effectively explaining our clear planning on major capital expenses

Page 8: Develop Strategies for the Long-term Financial Health of the Town: 3.2(f)

Q35 Reviewing and assessing on an on-going basis the Town's current strategies for handling long range post-employment benefit program (OPEB) obligations; 3.2(f), (i), (h) **Satisfactory**

Q36 Developing strategies to maintain an excellent bond rating; 3.2(h), (i), (j) **Satisfactory**

Q37 Working with the legislature to adopt policies in line with our goals and values. 3.2(f), (r), (s) **Needs Improvement**,
Comment:
If this is happening, we need to know more about it, and how we can work to support each other.

Q38 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education. 3.2(i) **Satisfactory**

Q39 Develop strategy and provide leadership to implement funding for the major capital projects: Fire Station, DPW Facility, Elementary Schools, and Jones Library. 3.2(f), (i), (v), (t), 5.5(b) **Needs Improvement**,
Comment:
We need to figure out a full plan of how to explain all the parts to our community in multiple settings. Huge challenge that needs Town Council to be able to support staff and vice versa.

Q40 Summary Comments **Respondent skipped this question**

Page 9: Areas of Responsibility

Q41 Prepare the annual budget in conformance with the Select Board Budget Policy Guidelines. 3.2(i), 5.4(b) **Satisfactory**

Town Council Members 2019 Evaluations of Town Manager

Q42 Effectively administer the adopted budget. 3.2(a), (c), (h)

Satisfactory

Q43 Summary Comments

The Budget Policy Guidelines did not predict how much staff support the Town Council would need and then would not receive with current staffing level.

Page 10: Relationship with the Town Council:

Q44 Providing regular communications to the Town Council about matters relevant to their responsibilities and concerns, including changes and additions to Town programs and initiatives; 3.2(d), (e)

Satisfactory

Q45 Responding to communications from members of the Town Council in a timely manner; 3.2(d)

Needs Improvement ,

Comment:

It would be helpful to create a management system that ensures emails from Town Councilors and from the public were acknowledged and then at some point acted upon, when sometimes neither is still the case.

Q46 Recognizing issues or changes with a direct or significant impact on the community, and that falls within the Town Council's authority to provide feedback; 3.2(e)

Needs Improvement ,

Comment:

This has improved over the past several months but still needs attention. Knowing that the Charter empowers the Town Manager to make the decision does not change the fact that the Town Manager is not elected and the elected Town Councilors do expect to have some input regarding their policy leadership role in the Charter, and simply to express their constituents concerns on an ongoing basis without it seeming like anyone is trying to micromanage, when in fact no one is trying to micromanage, only to understand.

Town Council Members 2019 Evaluations of Town Manager

Q47 Allowing the Town Council opportunity to provide feedback on changes to policy and practice or new initiatives before implementation; 3.2(e), (f)

Needs Improvement

Comment:

All the changes to the CAF and the appointment process that are under control of town staff -- meaning the vast majority of those things -- were not discussed with either Town Council as a whole or with OCA as the committee charged by the Town Council to work on appointments. Too many things are outside of OCA control without any input from OCA being solicited at any change points.

Q48 Ensuring that all members of the Town Council are aware of anything significant before it appears in the media. 3.2(e)

Satisfactory

Comment:

The Town Manager continues to improve in this area, although there have still been a few surprises.

Q49 Beginning the process of cataloging Town Council policies for review by the Board with the intent to assemble them in a coherent and publicly available format. 3.2(f), (v)

Unsatisfactory

Comment:

Did not happen; see other question for more information

Q50 Summary Comments

Respondent skipped this question

Page 11: Long Range Planning

Q51 Continuing to revise and update the 07-16-16 Facilities Profiles (former goal known as "Building Assessment Report"). Provide at least a semi-annual review of the document with the Town Council to make them aware of changes or proposed changes in the buildings' use, benefit or liability to the Town, and recommendations for retaining ownership. 3.2(k), (i), (f) 5.5(b)

Needs Improvement

Comment:

we are woefully behind on this because of the changes in staffing and it's not as time sensitive as other areas

Q52 Developing a policy for the disposition, reuse or disposal of surplus Town property (e.g., East Street School). 3.2(k), (f)

Needs Improvement

Comment:

we need to have an inventory in order to use the policy effectively

Q53 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)

Commendable

Town Council Members 2019 Evaluations of Town Manager

Q54 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)

Commendable,
Comment:
error in listing this twice

Q55 Supporting the preservation, maintenance and creation of housing that is safe, decent, and affordable for low- and moderate-income individuals and families, including: 3.2(s), (x)

Commendable

Q56 Reviewing and assessing on an on-going basis the Town's status on the State's Subsidized Housing Inventory (SHI), and anticipating factors impacting our SHI percentage in the short- and long-term; 3.2(c), (x), (f)

Satisfactory,
Comment:
we need an update and to know whether we are pursuing safe harbor status

Q57 Reporting periodically on the operation of the seasonal shelter and recommending changes to any written agreements as needed. 3.2(l), (x), e

Satisfactory,
Comment:
see previous comment -- we get very little data

Q58 Preparing materials and information as needed in advance of the March 2018 Charter Vote. Creating and implementing a transition plan based on the outcome of the Charter Vote. 10.7(b)

Unsatisfactory,
Comment:
no written transition plan was created

Q59 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study. 3.2(s)

Satisfactory

Q60 Periodically review and update a staffing plan that suggests the optimal number and types of positions in each department to best address current service levels and key needs, and serves as a framework for prioritizing recommendations for future hiring. Recommendations for new positions should include the full cost of each position, including post-employment and other benefits. 3.2(a), (m), (n), 6.1

Needs Improvement ,
Comment:
we needs more information about when this can happen -- Town Council should carry forward

Q61 Summary Comments

Respondent skipped this question

Page 12: Improving public infrastructure and spaces:

Q62 Prioritizing and implementing repairs to sidewalks, multi-use paths, roadways, parking areas, and intersections; 3.2(i), (k), 5.5(b)

Needs Improvement

Town Council Members 2019 Evaluations of Town Manager

Q63 Reviewing and following up on actions recommended by the Transportation Advisory Committee (TAC); 3.2(i), (k), 5.5(b)

Unable to Judge

Comment:

TAC is hard to understand

Q64 Planning and implementing improvements to public areas, including parks, commons, and greenways so that they are safe, attractive, and contribute to our quality of life; 3.2(i), (k), (p), 5.5(b)

Commendable

Q65 Planning and implementing maintenance and improvements in the downtown and village centers, including working with Town staff and the Business Improvement District (BID) to assess capital needs, to implement improvements, and to complete current projects (e.g., downtown way finding system). 3.2(i), (k), (s), 5.5(b)

Needs Improvement

Q66 Report on the review of LSSE program options and the associated fee structures to ensure that there are appropriate affordable recreation opportunities. 3.2(a), (e), (f), (p)

Satisfactory

Q67 Planning for I-Net replacement in conformance with October 2016 Comcast contract. 3.2(i), (k), (j), 5.5(b)

Unsatisfactory

Q68 Explore whether the replacement of the I-Net with a wholly Town owned communication network provides an opportunity to create an enterprise fund for the purpose of providing high-speed internet access to the whole community. 3.2(f), (i), (s)

Unsatisfactory

Q69 Summary Comments

Respondent skipped this question

Page 13: Staff and Personnel Relations:

Q70 Maintaining high staff morale by working toward a positive work place culture that includes diversity, civility, mentoring and receptivity to new ideas and innovations; 3.2(a), (b), (m)

Satisfactory,

Comment:

Clearly doing a great deal to engage more staff than has EVER been done before to my knowledge, yet clearly some people still feel left out.

Town Council Members 2019 Evaluations of Town Manager

Q71 Increasing communication with staff at all levels, to inform, engage and solicit feedback, in particular developing a strategy and protocols for accepting and responding to communications from staff. 3.2(a), (b), (m)

Satisfactory

Q72 Encourage a similar framework of communication be implemented by all directors and department heads so that a consistent process is developed at all levels of Town government; 3.2(a), (b), (m)

Satisfactory

Q73 Encouraging communication between departments to improve cooperation and coordination of services, and to foster pride in accomplishments across all areas of Town government; 3.2(a), (b), (m)

Satisfactory

Q74 Recruiting, retaining, and assigning the best qualified personnel; 3.2(w), 3.3(a), (b), 6.2

Satisfactory

Q75 Modeling and fostering attitudes of helpfulness and courtesy toward the public; 3.2(v), (t)

Satisfactory

Q76 Encouraging a workplace culture of improved service delivery; 3.2(a), (b), (m)

Satisfactory

Q77 Providing adequate resources, including time, equipment, and professional development, for staff to be effective and successful; 3.2(a), (b), (i)

Needs Improvement

Comment:

given the number of things that don't get done by well intentioned staff I have to assume resources in terms of equipment and time are insufficient

Q78 Providing periodic updates on progress of action steps identified in the July 2015 Human Resources Audit. 3.2(a), (b), (i)

Unsatisfactory

Q79 Summary Comments

Respondent skipped this question

Page 14: Community, Intergovernmental Relations, and Volunteer Committees, Boards and Commissions

Q80 Mitigating the impacts of a significant student population on neighborhoods, on demand for public safety resources, on parking and traffic, and other municipal services; 3.2(r), (s)

Satisfactory

Town Council Members 2019 Evaluations of Town Manager

Q81 Developing our partnership and strategies, through regular meetings, with Amherst College that reflect shared interests and concerns; 3.2(r), (s)	Needs Improvement
Q82 Developing our partnership and strategies, through regular meetings, with Hampshire College that reflect shared interests and concerns; 3.2(r), (s)	Needs Improvement
Q83 Pursuing actions of mutual benefit to the Town and the academic institutions including cooperative approaches that encourage “spin off” business development, the creative and innovation economies, and the arts and culture in Amherst; 3.2(r), (s)	Needs Improvement
Q84 Working with the institutions to facilitate the development of new student housing off-campus and on-campus; 3.2(r), (s)	Satisfactory
Q85 Reporting periodically on the ongoing efforts and plans of the University for improving the campus and campus life to encourage a constructive relationship between the students and the Town, including the plans and projects of the University Town of Amherst Collaborative (UTAC); 3.2(e), (r), (s)	Satisfactory
Q86 Reporting regularly on the UMass December 2015 Strategic Partnership Agreement (SPA). 3.2(e), (r), (s)	Needs Improvement
Q87 Maintaining an awareness of developments and planning in nearby institutions and municipalities, and reporting on their activities that impact Amherst. 3.2(r), (s)	Needs Improvement
Q88 Actively engage the community by providing information about Town successes and challenges. 3.2(t), (u), (v)	Satisfactory
Q89 Developing a strategy for a clear and manageable process for responding to public inquiries and requests. Encouraging effective and responsive communication by all directors and department heads so that a consistent process is provided at all levels of Town government. 3.2(v), 3.3(d)	Satisfactory

Town Council Members 2019 Evaluations of Town Manager

Q90 Ensuring that staff responds to committees, boards, and commissions that offer recommendations on plans or projects. In addition to acknowledging that input, follow up with action to be taken in response, or an explanation about why a recommendation may not be feasible. 3.2(b), (s)	Needs Improvement
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Q91 Improving overall modernization and management of the volunteer committees, boards, and commissions system. 3.2(b), 3.3(d)	Needs Improvement
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Q92 Summary Comments	Respondent skipped this question
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Page 15: Helping to ensure that Amherst adheres to the principle of being a diverse community by:

Q93 Increasing diversity among staff, boards, and committees; 3.3(a), (b), (c), (d), 6.2, 9.12(e)	Needs Improvement
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Q94 Reviewing our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community; 3.3(a), (b), 6.2	Needs Improvement
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Q95 Engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation; 3.2(u), (v), 3.3(c), (d),	Satisfactory
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Q96 Promote efforts which seek to foster respect toward and among all employees, residents, and visitors in Amherst. 3.2(s), 3.3(d), 6.2	Satisfactory
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Q97 Summary Comments	Respondent skipped this question
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Page 16: Open Response // Comments

Q98 Feel free to comment on your assessment of how the Town Manager has supported the first 7 months of the transition to the Town Council

It was terrible mistake to have no written transition documents, but given that, we generally recovered well from errors.

Town Council Members 2019 Evaluations of Town Manager

Q99 General Expectations: Feel free to comment on strengths or weaknesses in any of the following areas:
Professionalism Community spirit/Leadership Defends conviction under pressure/Enthusiasm
Openness to differing views/new information
Accessibility Resourcefulness/Setting priorities Advocacy with State and Federal Government/Communication style
Crisis management/Listening skills
Responsiveness/Public speaking Facilities management

The Town Manager clearly loves Amherst and WANTS all these things to happen, we just haven't figured out how to make them happen
yet

Page 17: Additional Comments

Q100 Comments

Respondent skipped this question

Q101 Comments

Respondent skipped this question

Q102 Comments

Respondent skipped this question

Q103 Summary Comments

Respondent skipped this question

#11

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Tuesday, August 06, 2019 1:24:59 PM
Last Modified: Tuesday, August 06, 2019 5:13:30 PM
Time Spent: 03:48:30
IP Address: 24.62.204.80

Page 1: Dear Town Councilor:

Q1 Town Councilor Name (First then Last):

George Ryan

Page 2: Areas of Responsibility

Q2 Negotiate Host Community Agreements (HCAs) for two or more retail marijuana establishments, and additional HCAs for other non-retail adult-use businesses (e.g., independent testing lab, cultivator, product manufacturer, microbusiness) 3.2(i), (l), (x)	Unable to judge
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Q3 Submit MassWorks grant application for North Amherst 3.2(i), (k), (l)	Unable to Judge
---	------------------------

Q4 Publish Economic Development Plan prepared by PVPC via Community Compact Cabinet grant fund and Economic Development Director 3.2(s)	Unable to Judge
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Q5 Plan the transition for the annual setting of the tax rate 3.2(i)	Unable to Judge
---	------------------------

Q6 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education 3.2(i)	Unable to Judge
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Q7 Negotiate contracts for emergency medical services with three remaining partners 3.2(o)	Unable to Judge
---	------------------------

Town Council Members 2019 Evaluations of Town Manager

Q8 Update Select Board on the impact of our 07-01-18 move from our own health insurance trust to MIIA Health Benefits Trust 3.2(h)	Unable to Judge
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Q9 Summary Comments	Respondent skipped this question
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Page 3: Relationship with the Select Board (through December 3, 2018)

Q10 Complete outstanding Select Board Minutes 3.2(x)	Unable to Judge
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Q11 Advise Select Board of any issues with operation of seasonal homeless shelter that opens November 1, 2018 3.2(l), (x), (e)	Unable to Judge
---	------------------------

Q12 Advise Select Board of any police grants refused due to our Sanctuary Community status 3.2(e), (f)	Unable to Judge
---	------------------------

Q13 Catalog Select Board Policies for review by the Select Board prior to providing them as reference documents to the Town Council 3.2(f), (v)	Unable to Judge
--	------------------------

Q14 Plan the transition from the Select Board as Local Licensing Authority (LLA) for new alcohol/liquor and common victualler applications, as well as annual renewals, to the new Board of License Commissioners, who you may nominate for Town Council-elect review prior to the Town Council taking office 12-03-18 10.7(q); 6.3	Unable to Judge
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Q15 Summary Comments	Respondent skipped this question
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Page 4: Long Range Planning

Q16 Update Select Board on continued implementation of the Charter transition plan 10.7(b)	Unable to Judge
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Q17 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study, including updating Select Board 3.2(s)	Unable to Judge
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Town Council Members 2019 Evaluations of Town Manager

Q18 Ensure coordinated planning and resource allocation in the Amherst and Pelham preK-6 Regional School District Planning Board (RSDPB) process, including updating Select Board 3.2(r), (s)

Unable to Judge

Q19 Summary Comments

Respondent skipped this question

Page 5: Staff and Personnel Relations

Q20 While planning for new hires to be confirmed by the incoming Town Council, review our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community 3.2(m)

Unable to Judge

Q21 Develop a strategy and protocols for staff accepting and responding to communications from Town Councilors as well as from staff, and by all directors and department heads so that a consistent process is developed at all levels of Town government 3.2(a), (m)

Unable to Judge

Q22 Summary Comments

Respondent skipped this question

Page 6: Community, Intergovernmental Relations, and Volunteer Committees, Boards, and Commissions

Q23 Establish 11-06-18 Early Voting at UMass that replicates the success of the four UMass sessions prior to the 2016 election
<https://www.amherstma.gov/2280/Early-Voting> 3.2(a), (c)

Satisfactory

Q24 Propose a response to the Donohue Institute study of the cost of providing elementary and secondary education to residents of non-taxable University housing, especially in preparation for negotiation of next Strategic Partnership Agreement (SPA) 3.2(f), (r)

Satisfactory

Q25 Propose the appropriate relationship between the University Town of Amherst Collaborative (UTAC) and the incoming Town Council 3.2(f), (r)

Unable to Judge

Q26 Propose the appropriate relationship between the Town Council and Amherst College and Hampshire College 3.2(f)

Unable to Judge

Town Council Members 2019 Evaluations of Town Manager

Q27 Propose the appropriate relationship between the Town Council and the Campus and Community Coalition to reduce high-risk drinking (CCC) 3.2(f), (r)

Unable to Judge

Q28 Continue to engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation (e.g., Groff Park renovation meeting at apartment community room) 3.2(v), 3.3(d)

Commendable

Q29 Propose ways of increasing diversity in committee membership, as you will be appointing most committees with confirmation by Town Council 3.2(v), 3.3(c), (d)

Satisfactory,

Comment:

Paul is clearly aware of the desire to increase diversity in committee membership and I think is personally committed to that goal.

Q30 Summary Comments

Respondent skipped this question

Page 7: Mid-term and Long-term FY18 Town Manager Performance Goals

Q31 Promoting efficiencies in Town structure and service delivery, including regionalization of services where appropriate, and maximizing effective use of CDBG, CPA, and other funds to offset allowed legal and administrative costs; 3.2(a), (b), (i), (l)

Satisfactory

Q32 Negotiating contracts, including the collective bargaining contracts, that reflect the community's needs and priorities; 3.2(o), (l)

Satisfactory

Q33 Pursuing sustainable and appropriate development to increase the percentage of tax revenue generated from commercial property, and to reduce the burden on residential property owners. 3.2(i), (f)

Needs Improvement

Comment:

I would like to see the creation of an Economic Development Task Force/Work Group to assist the Town Manager in this goal. Given the many other tasks he is faced with it is unclear how much time and energy he alone can give to this crucial long term goal.

Q34 Summary Comments

Respondent skipped this question

Page 8: Develop Strategies for the Long-term Financial Health of the Town: 3.2(f)

Town Council Members 2019 Evaluations of Town Manager

Q35 Reviewing and assessing on an on-going basis the Town's current strategies for handling long range post-employment benefit program (OPEB) obligations; 3.2(f), (i), (h)

Satisfactory

Q36 Developing strategies to maintain an excellent bond rating; 3.2(h), (i), (j)

Satisfactory

Q37 Working with the legislature to adopt policies in line with our goals and values. 3.2(f), (r), (s)

Unable to Answer

Q38 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education. 3.2(i)

Satisfactory

Q39 Develop strategy and provide leadership to implement funding for the major capital projects: Fire Station, DPW Facility, Elementary Schools, and Jones Library. 3.2(f), (i), (v), (t), 5.5(b)

Satisfactory,

Comment:

This is one area where the development of strategy and the need for strong leadership would seem to fall more naturally to the Council, not to the Town Manager. His advice and counsel will be crucial to formulating a plan for the capital projects but the final decision and the responsibility for that decision would seem to lie with the elected body, not with the TM.

Q40 Summary Comments

Respondent skipped this question

Page 9: Areas of Responsibility

Q41 Prepare the annual budget in conformance with the Select Board Budget Policy Guidelines. 3.2(i), 5.4(b)

Commendable

Q42 Effectively administer the adopted budget. 3.2(a), (c), (h)

Commendable,

Comment:

Paul appears to be a very competent administrator who must work within economic constraints over which he has no real control.

Q43 Summary Comments

Respondent skipped this question

Page 10: Relationship with the Town Council:

Q44 Providing regular communications to the Town Council about matters relevant to their responsibilities and concerns, including changes and additions to Town programs and initiatives; 3.2(d), (e)

Commendable

Q45 Responding to communications from members of the Town Council in a timely manner; 3.2(d)

Commendable,

Comment:

When I have had occasion to reach out to him he has always been prompt and helpful in his responses.

Q46 Recognizing issues or changes with a direct or significant impact on the community, and that falls within the Town Council's authority to provide feedback; 3.2(e)

Satisfactory,

Comment:

Paul is very good about keeping the Council informed of what is happening in the short term where the Council may need to weigh in or at least be in the know; longer term, particularly in regards to the impact of the University and the area Colleges and their interactions with the Town things are much less clear

Q47 Allowing the Town Council opportunity to provide feedback on changes to policy and practice or new initiatives before implementation; 3.2(e), (f)

Unable to Judge ,

Comment:

I don't recall an example of this happening in our first six months though this may be due to my faulty memory and/or to the fact that we have been in office for so short a time

Q48 Ensuring that all members of the Town Council are aware of anything significant before it appears in the media. 3.2(e)

Commendable,

Comment:

I think Paul tries hard to keep us aware of this sort of thing -- I have not yet had the experience of learning about something important involving the Town in the news, after the fact

Town Council Members 2019 Evaluations of Town Manager

Q49 Beginning the process of cataloging Town Council policies for review by the Board with the intent to assemble them in a coherent and publicly available format. 3.2(f), (v)

Unable to Judge

Comment:

I am not aware of any such process having been initiated and I am not at all clear what "Board" would be reviewing this "process". This sounds like something the Council should be doing on its own and then making public with the help of Town staff. Not clear how this is something the TM should be doing or responsible for.

Q50 Summary Comments

Respondent skipped this question

Page 11: Long Range Planning

Q51 Continuing to revise and update the 07-16-16 Facilities Profiles (former goal known as "Building Assessment Report"). Provide at least a semi-annual review of the document with the Town Council to make them aware of changes or proposed changes in the buildings' use, benefit or liability to the Town, and recommendations for retaining ownership. 3.2(k), (i), (f) 5.5(b)

Unable to Judge

Comment:

Sounds like a very good idea but not something that has happened to my knowledge

Q52 Developing a policy for the disposition, reuse or disposal of surplus Town property (e.g., East Street School). 3.2(k), (f)

Satisfactory

Q53 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)

Commendable,

Comment:

I think Paul is well aware of the Council's desire to promote "green" programs and policies and is supportive.

Q54 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)

Respondent skipped this question

Town Council Members 2019 Evaluations of Town Manager

Q55 Supporting the preservation, maintenance and creation of housing that is safe, decent, and affordable for low- and moderate-income individuals and families, including: 3.2(s), (x)

Satisfactory,

Comment:

Again, I think Paul is supportive but it seems to me that leadership -- and strong support -- needs to come from the Council through the adoption of the Housing Production Plan (which we have yet to see let alone adopt). Paul will implement the housing plan that the Council decides it wants. Hopefully that will happen in the next few months.

Q56 Reviewing and assessing on an on-going basis the Town's status on the State's Subsidized Housing Inventory (SHI), and anticipating factors impacting our SHI percentage in the short- and long-term; 3.2(c), (x), (f)

Commendable,

Comment:

This should be done in relationship to the aforementioned Housing Production Plan which the Council has yet to adopt and this in turn should reflect the overall goals of the Master Plan (which we have yet to review). The Town's success in negotiating a first ever tax incentive agreement with Beacon Communities in North Amherst stands out as an example of innovative and creative thinking on the part of the TM and Town staff in regards affordable housing

Q57 Reporting periodically on the operation of the seasonal shelter and recommending changes to any written agreements as needed. 3.2(l), (x), e

Satisfactory,

Comment:

Paul has been aware of the recent developments at the seasonal shelter, he has been in communication with the parties involved, and has informed the Council in a timely manner -- but since the Town has no financial or official stake in the shelter his role, and the role of the Town, is limited.

Q58 Preparing materials and information as needed in advance of the March 2018 Charter Vote. Creating and implementing a transition plan based on the outcome of the Charter Vote. 10.7(b)

Commendable

Q59 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study. 3.2(s)

Satisfactory

Town Council Members 2019 Evaluations of Town Manager

Q60 Periodically review and update a staffing plan that suggests the optimal number and types of positions in each department to best address current service levels and key needs, and serves as a framework for prioritizing recommendations for future hiring. Recommendations for new positions should include the full cost of each position, including post-employment and other benefits. 3.2(a), (m), (n), 6.1

Unable to Judge

Comment:

I look forward to seeing and reading such a review and update.

Q61 Summary Comments

Respondent skipped this question

Page 12: Improving public infrastructure and spaces:

Q62 Prioritizing and implementing repairs to sidewalks, multi-use paths, roadways, parking areas, and intersections; 3.2(i), (k), 5.5(b)

Commendable,

Comment:

Paul has clearly tried to be proactive here -- I think it will be up to Council to decide whether and how to integrate long range infrastructure goals into the Capital Plan

Q63 Reviewing and following up on actions recommended by the Transportation Advisory Committee (TAC); 3.2(i), (k), 5.5(b)

Unable to Judge

Q64 Planning and implementing improvements to public areas, including parks, commons, and greenways so that they are safe, attractive, and contribute to our quality of life; 3.2(i), (k), (p), 5.5(b)

Satisfactory,

Comment:

Everything seems to take longer than one would like (e.g. the upgrades to Groff Park and the North Common) but I don't think that is the TM's fault.

Q65 Planning and implementing maintenance and improvements in the downtown and village centers, including working with Town staff and the Business Improvement District (BID) to assess capital needs, to implement improvements, and to complete current projects (e.g., downtown way finding system). 3.2(i), (k), (s), 5.5(b)

Satisfactory,

Comment:

I like what I see but I would like to see even more cooperation between BID and the Amherst business community and Town Hall and Town staff -- I would like to see a more "business friendly" environment evolve and to the degree that the Town Manager can nurture that I would be pleased

Q66 Report on the review of LSSE program options and the associated fee structures to ensure that there are appropriate affordable recreation opportunities. 3.2(a), (e), (f), (p)

Unable to Judge

Town Council Members 2019 Evaluations of Town Manager

Q67 Planning for I-Net replacement in conformance with October 2016 Comcast contract. 3.2(i), (k), (j), 5.5(b)

Unable to Judge

Q68 Explore whether the replacement of the I-Net with a wholly Town owned communication network provides an opportunity to create an enterprise fund for the purpose of providing high-speed internet access to the whole community. 3.2(f), (i), (s)

Unable to Judge

Q69 Summary Comments

Respondent skipped this question

Page 13: Staff and Personnel Relations:

Q70 Maintaining high staff morale by working toward a positive work place culture that includes diversity, civility, mentoring and receptivity to new ideas and innovations; 3.2(a), (b), (m)

Unable to Judge ,

Comment:

I don't feel I have been around long enough to form a reasoned judgment though I have neither heard nor seen anything in the past six months that would cause me concern about how Paul interacts with staff. I do worry about staff being asked to take on extra duties beyond their current responsibilities (largely as a result of the change to our new form of government) and how down the road that could negatively impact morale.

Q71 Increasing communication with staff at all levels, to inform, engage and solicit feedback, in particular developing a strategy and protocols for accepting and responding to communications from staff. 3.2(a), (b), (m)

Unable to Judge

Q72 Encourage a similar framework of communication be implemented by all directors and department heads so that a consistent process is developed at all levels of Town government; 3.2(a), (b), (m)

Unable to Judge ,

Comment:

Seems like a laudable goal but I have no way at the moment of evaluating this -- a good question to ask of directors and department heads in the appropriate setting

Q73 Encouraging communication between departments to improve cooperation and coordination of services, and to foster pride in accomplishments across all areas of Town government; 3.2(a), (b), (m)

Unable to Judge

Town Council Members 2019 Evaluations of Town Manager

Q74 Recruiting, retaining, and assigning the best qualified personnel; 3.2(w), 3.3(a), (b), 6.2

Satisfactory,

Comment:

Retaining seems to be the biggest challenge, at least in some departments. But Paul's appointments to date suggest he works hard to find the most qualified personnel to fill positions

Q75 Modeling and fostering attitudes of helpfulness and courtesy toward the public; 3.2(v), (t)

Commendable

Q76 Encouraging a workplace culture of improved service delivery; 3.2(a), (b), (m)

Satisfactory

Q77 Providing adequate resources, including time, equipment, and professional development, for staff to be effective and successful; 3.2(a), (b), (i)

Unable to Judge

Q78 Providing periodic updates on progress of action steps identified in the July 2015 Human Resources Audit. 3.2(a), (b), (i)

Unable to Judge

Q79 Summary Comments

Respondent skipped this question

Page 14: Community, Intergovernmental Relations, and Volunteer Committees, Boards and Commissions

Q80 Mitigating the impacts of a significant student population on neighborhoods, on demand for public safety resources, on parking and traffic, and other municipal services; 3.2(r), (s)

Satisfactory

Q81 Developing our partnership and strategies, through regular meetings, with Amherst College that reflect shared interests and concerns; 3.2(r), (s)

Satisfactory

Q82 Developing our partnership and strategies, through regular meetings, with Hampshire College that reflect shared interests and concerns; 3.2(r), (s)

Satisfactory

Town Council Members 2019 Evaluations of Town Manager

Q83 Pursuing actions of mutual benefit to the Town and the academic institutions including cooperative approaches that encourage “spin off” business development, the creative and innovation economies, and the arts and culture in Amherst; 3.2(r), (s)

Needs Improvement ,

Comments:

This is not an easy thing to do, I know, but I would like to see more effort devoted to this area -- again the idea of an Economic Development Work Group/Task Force to assist the TM? How do we tap into the intellectual and cultural capital of the area colleges and University to the benefit of all?

Q84 Working with the institutions to facilitate the development of new student housing off-campus and on-campus; 3.2(r), (s)

Unable to Judge ,

Comments:

Paul is working on a new version of the strategic partnership with UMass (UTAC II?) but at the moment this is "in the works" and so I am "unable to judge"

Q85 Reporting periodically on the ongoing efforts and plans of the University for improving the campus and campus life to encourage a constructive relationship between the students and the Town, including the plans and projects of the University Town of Amherst Collaborative (UTAC); 3.2(e), (r), (s)

Unable to Judge ,

Comment:

See above. I do find the Campus and Community Coalition to Reduce High-Risk Drinking to be an effective and constructive vehicle for addressing student behavior issues in town and have been impressed by how well the APD, AFD, Inspection Services, and the UMass community (UMPD, Off Campus Student Life, Administration) work together on that body to address a wide range of issues that effect day to day town/gown relations.

Q86 Reporting regularly on the UMass December 2015 Strategic Partnership Agreement (SPA). 3.2(e), (r), (s)

Unable to Judge

Q87 Maintaining an awareness of developments and planning in nearby institutions and municipalities, and reporting on their activities that impact Amherst. 3.2(r), (s)

Unable to Judge

Q88 Actively engage the community by providing information about Town successes and challenges. 3.2(t), (u), (v)

Commendable

Town Council Members 2019 Evaluations of Town Manager

Q89 Developing a strategy for a clear and manageable process for responding to public inquiries and requests. Encouraging effective and responsive communication by all directors and department heads so that a consistent process is provided at all levels of Town government. 3.2(v), 3.3(d)

Satisfactory

Q90 Ensuring that staff responds to committees, boards, and commissions that offer recommendations on plans or projects. In addition to acknowledging that input, follow up with action to be taken in response, or an explanation about why a recommendation may not be feasible. 3.2(b), (s)

Satisfactory

Q91 Improving overall modernization and management of the volunteer committees, boards, and commissions system. 3.2(b), 3.3(d)

Unable to Judge ,

Comment:

What does "modernization" mean here?

Q92 Summary Comments

Respondent skipped this question

Page 15: Helping to ensure that Amherst adheres to the principle of being a diverse community by:

Q93 Increasing diversity among staff, boards, and committees; 3.3(a), (b), (c), (d), 6.2, 9.12(e)

Satisfactory,

Comment:

I think Paul supports this goal but it is a challenge to implement

Q94 Reviewing our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community; 3.3(a), (b), 6.2

Satisfactory

Q95 Engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation; 3.2(u), (v), 3.3(c), (d),

Commendable,

Comment:

Through the Community Participation Officers there has been a greater effort to reach those parts of our community that traditionally are not involved in Town government. There is clearly more work to be done here and an important role for the Council as well.

Town Council Members 2019 Evaluations of Town Manager

Q96 Promote efforts which seek to foster respect toward and among all employees, residents, and visitors in Amherst. 3.2(s), 3.3(d), 6.2

Satisfactory,

Comment:

I think Paul leads by example here

Q97 Summary Comments

Respondent skipped this question

Page 16: Open Response // Comments

Q98 Feel free to comment on your assessment of how the Town Manager has supported the first 7 months of the transition to the Town Council

I think Paul has managed this transition about as well as one could possibly manage it. He strikes me as highly competent and professional, a good listener, someone who cares deeply about the Town, its residents and his staff. He has always been responsive and accessible when I have reached out to him and he has clearly worked hard (along with his staff) to make this transition a success. I think the biggest challenge going forward will be to provide him with a clear set of priorities and a sense of what direction we want the Town to go in. But that is a task for the Council, not for the Town Manager. I have every confidence that he will carry out whatever mandates he is given and that he will do it resourcefully, competently and responsively.

Q99 General Expectations: Feel free to comment on strengths or weaknesses in any of the following areas:

Respondent skipped this question

Professionalism	Community
Leadership	Defends
conviction under	
pressure	Openness to
Enthusiasm	
differing views/new information	
Accessibility	
Resourcefulness	Setting priorities
Advocacy with State and Federal	
Government	Communication style
management	Crisis
Listening skills	
Responsiveness	Public speaking
Facilities management	

Page 17: Additional Comments

Q100 Comments

Respondent skipped this question

Q101 Comments

Respondent skipped this question

Q102 Comments

Respondent skipped this question

Q103 Summary Comments

Respondent skipped this question

#12

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Tuesday, August 06, 2019 9:41:25 PM
Last Modified: Wednesday, August 07, 2019 10:11:34 AM
Time Spent: 12:30:08
IP Address: 75.134.211.184

Page 1: Dear Town Councilor:

Q1 Town Councilor Name (First then Last):

Shalini Bahl-Milne

Page 2: Areas of Responsibility

Q2 Negotiate Host Community Agreements (HCAs) for two or more retail marijuana establishments, and additional HCAs for other non-retail adult-use businesses (e.g., independent testing lab, cultivator, product manufacturer, microbusiness) 3.2(i), (l), (x)

Commendable,

Comment:

Commendable for negotiating HCAs that add to the Town income and ensuring the opening was smooth with adequate police supervision.

Q3 Submit MassWorks grant application for North Amherst 3.2(i), (k), (l)

Unable to Judge

Comment:

Unable to judge - don't have enough info for why Amherst has been rejected for the funding to help finance several different proposals in North Amherst seven out of the eight times in the past. Looks like the Town Manager has met with the grant makers and would like to get more info about the options he is considering.

Q4 Publish Economic Development Plan prepared by PVPC via Community Compact Cabinet grant fund and Economic Development Director 3.2(s)

Needs Improvement

Comment:

While the Economic Development Plan is detailed and impressive, it's implementation appears to need more attention. For example, there is a long list of local assets as well as a tourism SWOT analysis done, there is no indication on the Town website reflecting our strengths and attractions for tourists.

Town Council Members 2019 Evaluations of Town Manager

Q5 Plan the transition for the annual setting of the tax rate 3.2(i)

Commendable,

Comment:

Commendable for getting it done in a timely manner.

Q6 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education 3.2(i)

Commendable,

Comment:

Given the transitions in our local government and the complexity of the task involved, the Town Manager coordinated the process and people involved smoothly.

Q7 Negotiate contracts for emergency medical services with three remaining partners 3.2(o)

Unable to Judge

Q8 Update Select Board on the impact of our 07-01-18 move from our own health insurance trust to MIIA Health Benefits Trust 3.2(h)

Unable to Judge

Q9 Summary Comments

Respondent skipped this question

Page 3: Relationship with the Select Board (through December 3, 2018)

Q10 Complete outstanding Select Board Minutes 3.2(x)

Unable to Judge

Q11 Advise Select Board of any issues with operation of seasonal homeless shelter that opens November 1, 2018 3.2(l), (x), (e)

Unable to Judge

Q12 Advise Select Board of any police grants refused due to our Sanctuary Community status 3.2(e), (f)

Unable to Judge

Q13 Catalog Select Board Policies for review by the Select Board prior to providing them as reference documents to the Town Council 3.2(f), (v)

Unable to Judge

Q14 Plan the transition from the Select Board as Local Licensing Authority (LLA) for new alcohol/liquor and common victualler applications, as well as annual renewals, to the new Board of License Commissioners, who you may nominate for Town Council-elect review prior to the Town Council taking office 12-03-18 10.7(q); 6.3

Unable to Judge

Town Council Members 2019 Evaluations of Town Manager

Q15 Summary Comments

Respondent skipped this question

Page 4: Long Range Planning

Q16 Update Select Board on continued implementation of the Charter transition plan 10.7(b)

Unable to Judge

Q17 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study, including updating Select Board 3.2(s)

Unable to Judge

Q18 Ensure coordinated planning and resource allocation in the Amherst and Pelham preK-6 Regional School District Planning Board (RSDPB) process, including updating Select Board 3.2(r), (s)

Unable to Judge

Q19 Summary Comments

Respondent skipped this question

Page 5: Staff and Personnel Relations

Q20 While planning for new hires to be confirmed by the incoming Town Council, review our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community 3.2(m)

Unable to Judge

Comment:

I am happy to see the new hire of the HR director and would like to see the processes and policies for diversity and inclusion in our workforce.

Q21 Develop a strategy and protocols for staff accepting and responding to communications from Town Councilors as well as from staff, and by all directors and department heads so that a consistent process is developed at all levels of Town government 3.2(a), (m)

Commendable,

Comment:

The Town Manager and Staff have been most responsive to our needs in the Town Council. This has added tremendously to their usual work load and the Town Manager has managed the transition smoothly. Moving forward, at our Town Council retreat, I would like to see us have a discussion of how we the Town Councilors can participate in meetings that residents arrange with the staff and want to include us.

Q22 Summary Comments

Respondent skipped this question

Page 6: Community, Intergovernmental Relations, and Volunteer Committees, Boards, and Commissions

Town Council Members 2019 Evaluations of Town Manager

Q23 Establish 11-06-18 Early Voting at UMass that replicates the success of the four UMass sessions prior to the 2016 election
<https://www.amherstma.gov/2280/Early-Voting> 3.2(a), (c)

Commendable

Q24 Propose a response to the Donohue Institute study of the cost of providing elementary and secondary education to residents of non-taxable University housing, especially in preparation for negotiation of next Strategic Partnership Agreement (SPA) 3.2(f), (r)

Unable to Judge ,

Comment:

Would like to see how this report was used in negotiations with UMass and the outcomes.

Q25 Propose the appropriate relationship between the University Town of Amherst Collaborative (UTAC) and the incoming Town Council 3.2(f), (r)

Unable to Judge ,

Comment:

Would like to know why UTAC has stopped meeting and what the new iteration will look like.

Q26 Propose the appropriate relationship between the Town Council and Amherst College and Hampshire College 3.2(f)

Needs Improvement ,

Comment:

I appreciate the regular reports we get from the Town Manager about his interactions with Hampshire College and it's status, especially during their challenging time, but I am not clear what is the Town Council's relationship and role with respect to the two colleges.

Q27 Propose the appropriate relationship between the Town Council and the Campus and Community Coalition to reduce high-risk drinking (CCC) 3.2(f), (r)

Unable to Judge ,

Comment:

Unable to judge because of CCC being in flux.

Q28 Continue to engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation (e.g., Groff Park renovation meeting at apartment community room) 3.2(v), 3.3(d)

Needs Improvement ,

Comment:

I have participated in many of the public opportunities created by the Town Manager to meet diverse community members. It is a challenging issue and we can and need to do more to understand why people don't participate and then provide solutions accordingly.

Town Council Members 2019 Evaluations of Town Manager

Q29 Propose ways of increasing diversity in committee membership, as you will be appointing most committees with confirmation by Town Council 3.2(v), 3.3(c), (d)

Needs Improvement

Comment:

Would like to understand the steps being taken to improve diversity on communities.

Q30 Summary Comments

Many good steps have been taken by the Town Manager to engage with the community stakeholders but the challenges are ongoing in bringing diversity and inclusion in our government activities. It would be helpful to understand the barriers to participation before coming up with solutions.

Page 7: Mid-term and Long-term FY18 Town Manager Performance Goals

Q31 Promoting efficiencies in Town structure and service delivery, including regionalization of services where appropriate, and maximizing effective use of CDBG, CPA, and other funds to offset allowed legal and administrative costs; 3.2(a), (b), (i), (l)

Satisfactory,

Comment:

Don't have enough information about promoting efficiencies in Town structure and service delivery but the CDBG and CPA funds seem to be effectively utilized.

Q32 Negotiating contracts, including the collective bargaining contracts, that reflect the community's needs and priorities; 3.2(o), (l)

Unable to Judge

Q33 Pursuing sustainable and appropriate development to increase the percentage of tax revenue generated from commercial property, and to reduce the burden on residential property owners. 3.2(i), (f)

Needs Improvement

Comment:

We do have new sources of revenue being developed via marijuana sales and short term rental tax, but would like to see a more comprehensive strategy to utilize our local assets for spin offs, attracting tourism, etc.

Q34 Summary Comments

Respondent skipped this question

Page 8: Develop Strategies for the Long-term Financial Health of the Town: 3.2(f)

Q35 Reviewing and assessing on an on-going basis the Town's current strategies for handling long range post-employment benefit program (OPEB) obligations; 3.2(f), (i), (h)

Unable to Answer

Town Council Members 2019 Evaluations of Town Manager

Q36 Developing strategies to maintain an excellent bond rating; 3.2(h), (i), (j)

Satisfactory

Q37 Working with the legislature to adopt policies in line with our goals and values. 3.2(f), (r), (s)

Satisfactory

Q38 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education. 3.2(i)

Satisfactory

Q39 Develop strategy and provide leadership to implement funding for the major capital projects: Fire Station, DPW Facility, Elementary Schools, and Jones Library. 3.2(f), (i), (v), (t), 5.5(b)

Commendable,

Comment:

A couple of things that happened under the leadership of Town Manager are commendable including the "One Town One Plan" approach, the creation of the interactive capital planning tool that will facilitate constructive dialog and the procurement of a site for DPW.

Q40 Summary Comments

Respondent skipped this question

Page 9: Areas of Responsibility

Q41 Prepare the annual budget in conformance with the Select Board Budget Policy Guidelines. 3.2(i), 5.4(b)

Commendable,

Comment:

Besides delivering a balanced budget in a timely manner, appreciated Town Manager's guidance to the Town Council through the process and highlighting issues that needed our attention, when he could have avoided those discussions. I would like to understand how priorities are set within departments, especially the DPW.

Q42 Effectively administer the adopted budget. 3.2(a), (c), (h)

Satisfactory

Q43 Summary Comments

Respondent skipped this question

Page 10: Relationship with the Town Council:

Town Council Members 2019 Evaluations of Town Manager

Q44 Providing regular communications to the Town Council about matters relevant to their responsibilities and concerns, including changes and additions to Town programs and initiatives; 3.2(d), (e)

Commendable,

Comment:

Have appreciated the detailed Report provided to us at each Town Council meeting and immediate response to our questions and guidance.

Q45 Responding to communications from members of the Town Council in a timely manner; 3.2(d)

Commendable,

Comment:

Appreciate the timely and thoughtful responses from the Town Manager. Although, we should try to move away from expectations of answering on weekends unless it's an emergency.

Q46 Recognizing issues or changes with a direct or significant impact on the community, and that falls within the Town Council's authority to provide feedback; 3.2(e)

Commendable ,

Comment:

I find the Town Manager open to discussing issues that are not directly under our preview but may have policy implications.

Q47 Allowing the Town Council opportunity to provide feedback on changes to policy and practice or new initiatives before implementation; 3.2(e), (f)

Commendable,

Comment:

I find the Town Manager open and transparent in his communications with us and seeking our feedback on town initiatives.

Q48 Ensuring that all members of the Town Council are aware of anything significant before it appears in the media. 3.2(e)

Commendable,

Comment:

We are kept informed before significant events are reported in media.

Q49 Beginning the process of cataloging Town Council policies for review by the Board with the intent to assemble them in a coherent and publicly available format. 3.2(f), (v)

Unable to Judge

Q50 Summary Comments

The Town Manager has been available to us at all times, responds in a thoughtful and timely manner, and appreciate his balanced perspectives and knowledge.

Town Council Members 2019 Evaluations of Town Manager

Q51 Continuing to revise and update the 07-16-16 Facilities Profiles (former goal known as “Building Assessment Report”). Provide at least a semi-annual review of the document with the Town Council to make them aware of changes or proposed changes in the buildings’ use, benefit or liability to the Town, and recommendations for retaining ownership. 3.2(k), (i), (f) 5.5(b)

Unsatisfactory,

Comment:

I don't believe I have seen any updates on facilities profiles.

Q52 Developing a policy for the disposition, reuse or disposal of surplus Town property (e.g., East Street School). 3.2(k), (f)

Needs Improvement

Comment:

Would like to see a clear policy for how we assess and dispose surplus town property.

Q53 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)

Satisfactory,

Comment:

The Town Manager has supported many initiatives to promote sustainability. Would like to see how sustainability is integrated with decisions made with respect to bike paths and side walks and woven into the different aspects of running the town rather than just separate initiatives.

Q54 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)

Satisfactory

Q55 Supporting the preservation, maintenance and creation of housing that is safe, decent, and affordable for low- and moderate-income individuals and families, including: 3.2(s), (x)

Needs Improvement

Comment:

While we do have the Beacon Communities development in N. Amherst using the local incentives for affordable housing, we don't seem to have a clear policy and vision with respect to homeless people.

Q56 Reviewing and assessing on an on-going basis the Town’s status on the State’s Subsidized Housing Inventory (SHI), and anticipating factors impacting our SHI percentage in the short- and long-term; 3.2(c), (x), (f)

Needs Improvement

Comment:

We continue to exceed the 10% threshold and are ahead of many communities but with the growth in the local housing development and lack of workforce housing, we need to have a clear strategy to meet the needs of our workforce and low income residents.

Town Council Members 2019 Evaluations of Town Manager

Q57 Reporting periodically on the operation of the seasonal shelter and recommending changes to any written agreements as needed. 3.2(l), (x), e

Unsatisfactory,

Comment:

Why did we not anticipate the crisis at Craigs Doors? The employees seem to have been complaining for a while. I don't remember seeing periodical reporting of these issues. I understand that the Town is not directly involved with Craig's Doors but since we are relying on them as the only shelter, we should be better informed.

Q58 Preparing materials and information as needed in advance of the March 2018 Charter Vote. Creating and implementing a transition plan based on the outcome of the Charter Vote. 10.7(b)

Satisfactory

Q59 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study. 3.2(s)

Satisfactory

Q60 Periodically review and update a staffing plan that suggests the optimal number and types of positions in each department to best address current service levels and key needs, and serves as a framework for prioritizing recommendations for future hiring. Recommendations for new positions should include the full cost of each position, including post-employment and other benefits. 3.2(a), (m), (n), 6.1

Unable to Judge ,

Comment:

Unaware of a staffing plan.

Q61 Summary Comments

Respondent skipped this question

Page 12: Improving public infrastructure and spaces:

Q62 Prioritizing and implementing repairs to sidewalks, multi-use paths, roadways, parking areas, and intersections; 3.2(i), (k), 5.5(b)

Needs Improvement ,

Comment:

Given our budget constraints and past policies that the Town Manager inherited, I see he has increased attention and resources to our infrastructure needs. I look forward to seeing the parking study results and an integrated plan that is consistent with our sustainability goals for investing in infrastructure.

Town Council Members 2019 Evaluations of Town Manager

Q63 Reviewing and following up on actions recommended by the Transportation Advisory Committee (TAC); 3.2(i), (k), 5.5(b)

Needs Improvement

Comment:

I would like to better understand who is making decisions regarding issues residents are bringing up and the role of TAC.

Q64 Planning and implementing improvements to public areas, including parks, commons, and greenways so that they are safe, attractive, and contribute to our quality of life; 3.2(i), (k), (p), 5.5(b)

Satisfactory

Q65 Planning and implementing maintenance and improvements in the downtown and village centers, including working with Town staff and the Business Improvement District (BID) to assess capital needs, to implement improvements, and to complete current projects (e.g., downtown way finding system). 3.2(i), (k), (s), 5.5(b)

Needs Improvement

Comment:

Would like to see a vision for downtown and village centers to create a thriving community and business environment.

Q66 Report on the review of LSSE program options and the associated fee structures to ensure that there are appropriate affordable recreation opportunities. 3.2(a), (e), (f), (p)

Satisfactory,

Comment:

There are cool initiative being taken by the LSSE to make the programs accessible to all residents. I appreciate the vision of taking the programs to where the people are to make them more accessible. Communication about what is available to whom could be improved so people know that no kid is denied a service because of financial constraints.

Q67 Planning for I-Net replacement in conformance with October 2016 Comcast contract. 3.2(i), (k), (j), 5.5(b)

Unable to Judge

Q68 Explore whether the replacement of the I-Net with a wholly Town owned communication network provides an opportunity to create an enterprise fund for the purpose of providing high-speed internet access to the whole community. 3.2(f), (i), (s)

Unable to Judge

Q69 Summary Comments

Respondent skipped this question

Town Council Members 2019 Evaluations of Town Manager

Q70 Maintaining high staff morale by working toward a positive work place culture that includes diversity, civility, mentoring and receptivity to new ideas and innovations; 3.2(a), (b), (m)

Needs Improvement ,

Comment:

I am happy to see the new hires and the emphasis on diversity. I value the monthly opportunity the Town Manager has created for different employees to meet with him in an informal setting. I've also appreciated the way the Town Manager supports the department heads in public meetings. Based on the small number of responses from staff, which I understand is not a representative sample, there seems to be an issue regarding acknowledgment and employees feeling heard. I would like to understand if the department-heads go through trainings and the processes for employees to be heard and acknowledged. Would like to see a comprehensive plan for diversity, inclusion, and equity across all town departments.

Q71 Increasing communication with staff at all levels, to inform, engage and solicit feedback, in particular developing a strategy and protocols for accepting and responding to communications from staff. 3.2(a), (b), (m)

Satisfactory,

Comment:

Looks like the Town Manager has created many opportunities for the staff to meet with him.

Q72 Encourage a similar framework of communication be implemented by all directors and department heads so that a consistent process is developed at all levels of Town government; 3.2(a), (b), (m)

Unable to Judge ,

Comment:

Unable to judge if the department heads have a process for their department employees to reach them.

Q73 Encouraging communication between departments to improve cooperation and coordination of services, and to foster pride in accomplishments across all areas of Town government; 3.2(a), (b), (m)

Unable to Judge

Town Council Members 2019 Evaluations of Town Manager

Q74 Recruiting, retaining, and assigning the best qualified personnel; 3.2(w), 3.3(a), (b), 6.2

Satisfactory,

Comment:

I am impressed with the hires that the Town Manager has made including the Town Clerk who also served as the Town Council clerk. Our transition was smooth because of the efficient management of so many Town employees. Given our budget constraints, I admire the creative solutions he has put in place while keeping a look out for how these solutions are working out. Retaining good staff remains a challenge and would like to see what are the causes and solutions for the same. Looks like there are good opportunities for employees to continue to grow via different trainings.

Q75 Modeling and fostering attitudes of helpfulness and courtesy toward the public; 3.2(v), (t)

Needs Improvement ,

Comment:

Despite the different trainings in place, I still hear from many people in my district that they are not satisfied with some of the staff interacting with the public. There is also a fear of providing feedback and that the public is not seen as part of the a team. I am encouraged to hear from the Town Manager that the new HR Director will be offering trainings for better customer service.

Q76 Encouraging a workplace culture of improved service delivery; 3.2(a), (b), (m)

Satisfactory,

Comment:

I do see an emphasis laid by the Town Manager to create a culture of service. The Town Manager leads by example and his responses to public emails have been thoughtful and timely.

Q77 Providing adequate resources, including time, equipment, and professional development, for staff to be effective and successful; 3.2(a), (b), (i)

Satisfactory,

Comment:

Looks like there are good trainings offered to staff to continue their growth. Inadequate physical spaces and resources can create feelings of dissatisfaction among employees. I look forward to some of these problems being resolved in the near future.

Q78 Providing periodic updates on progress of action steps identified in the July 2015 Human Resources Audit. 3.2(a), (b), (i)

Unsatisfactory,

Comments:

I don't believe we have been updated on this.

Town Council Members 2019 Evaluations of Town Manager

Q79 Summary Comments

Respondent skipped this question

Page 14: Community, Intergovernmental Relations, and Volunteer Committees, Boards and Commissions

Q80 Mitigating the impacts of a significant student population on neighborhoods, on demand for public safety resources, on parking and traffic, and other municipal services; 3.2(r), (s)

Needs Improvement

Comments:

This is a huge and ongoing challenge, and I would like to understand better what is our plan for meeting these challenges.

Q81 Developing our partnership and strategies, through regular meetings, with Amherst College that reflect shared interests and concerns; 3.2(r), (s)

Commendable,

Comments:

Amherst College donating land for the DPW site is a sign of the good relationship developed by the Town Manager.

Q82 Developing our partnership and strategies, through regular meetings, with Hampshire College that reflect shared interests and concerns; 3.2(r), (s)

Commendable,

Comment:

The Town Manager kept us informed of his regular communication with Hampshire College during their challenging time.

Q83 Pursuing actions of mutual benefit to the Town and the academic institutions including cooperative approaches that encourage "spin off" business development, the creative and innovation economies, and the arts and culture in Amherst; 3.2(r), (s)

Unsatisfactory,

Comments:

I haven't seen any emphasis or strategies to encourage spin off businesses and arts and culture in Amherst.

Q84 Working with the institutions to facilitate the development of new student housing off-campus and on-campus; 3.2(r), (s)

Unable to Judge

Comments:

Would like more information about the public-private partnerships with Umass for student housing.

Q85 Reporting periodically on the ongoing efforts and plans of the University for improving the campus and campus life to encourage a constructive relationship between the students and the Town, including the plans and projects of the University Town of Amherst Collaborative (UTAC); 3.2(e), (r), (s)

Needs Improvement

Comment:

Would like to see more regular updates on this. If the UTAC has stopped meeting, we need to first know what the next iteration will look like.

Town Council Members 2019 Evaluations of Town Manager

Q86 Reporting regularly on the UMass December 2015 Strategic Partnership Agreement (SPA). 3.2(e), (r), (s)

Needs Improvement ,

Comment:
Same as 6 above.

Q87 Maintaining an awareness of developments and planning in nearby institutions and municipalities, and reporting on their activities that impact Amherst. 3.2(r), (s)

Unable to Judge

Q88 Actively engage the community by providing information about Town successes and challenges. 3.2(t), (u), (v)

Satisfactory,

Comment:
The Town Manager has created many opportunities to engage with the community via weekly press briefings, Cuppa Joe with Paul, social media, and press releases. I think his report to the Town Council is useful and should be made easily accessible on town website and social media channels.

Q89 Developing a strategy for a clear and manageable process for responding to public inquiries and requests. Encouraging effective and responsive communication by all directors and department heads so that a consistent process is provided at all levels of Town government. 3.2(v), 3.3(d)

Needs Improvement ,

Comment:
I've heard this with respect to complaints made about roads and side walks, especially using the click fix, that people don't hear back what steps, if any, have been taken to improve the situation. We have a new click fix software but looks like the backend is not integrated fully yet.

Q90 Ensuring that staff responds to committees, boards, and commissions that offer recommendations on plans or projects. In addition to acknowledging that input, follow up with action to be taken in response, or an explanation about why a recommendation may not be feasible. 3.2(b), (s)

Unable to Judge ,

Comment:
Don't know if we have processes in place for committees to share their work with staff and get updates about steps taken.

Q91 Improving overall modernization and management of the volunteer committees, boards, and commissions system. 3.2(b), 3.3(d)

Unable to Judge

Q92 Summary Comments

Respondent skipped this question

Town Council Members 2019 Evaluations of Town Manager

Q93 Increasing diversity among staff, boards, and committees; 3.3(a), (b), (c), (d), 6.2, 9.12(e)

Unable to Judge

Q94 Reviewing our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community; 3.3(a), (b), 6.2

Needs Improvement

Comment:

I am happy to see the new hires and the emphasis on diversity. I value the monthly opportunity the Town Manager has created for different employees to meet with him in an informal setting. I've also appreciated the way the Town Manager supports the department heads in public meetings. Based on the small number of responses from staff, which I understand is not a representative sample, there seems to be an issue regarding acknowledgment and employees feeling heard. I would like to understand if the department-heads go through trainings and the processes for employees to be heard and acknowledged. Would like to see a comprehensive strategy for diversity, inclusion, and equity across all departments.

Q95 Engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation; 3.2(u), (v), 3.3(c), (d),

Needs Improvement

Comment:

I have participated in many of the public opportunities created by the Town Manager to meet diverse community members. It is a challenging issue and we can and need to do more to understand why people don't participate and then provide solutions accordingly.

Q96 Promote efforts which seek to foster respect toward and among all employees, residents, and visitors in Amherst. 3.2(s), 3.3(d), 6.2

Satisfactory,

Comment:

I have found the Town Manager and staff respectful and responsive although we hear from few people that certain staff members are not respectful. I see that the Town Manager is responsive to this concern and has asked the new HR Director to host trainings for better customer service.

Q97 Summary Comments

Respondent skipped this question

Town Council Members 2019 Evaluations of Town Manager

Q98 Feel free to comment on your assessment of how the Town Manager has supported the first 7 months of the transition to the Town Council

I feel the Council and the Town of Amherst are fortunate to have Paul as our Town Manager. He has been thoughtful and attentive to our needs as a new Council. His guidance and knowledge through the transition has been invaluable.

Q99 General Expectations: Feel free to comment on strengths or weaknesses in any of the following areas:

Professionalism	Community spirit	Leadership	Defends conviction under pressure
Enthusiasm	Openness to differing views/new information		
Accessibility	Resourcefulness	Setting priorities	Advocacy with State and Federal Government
Communication style	Crisis management	Listening skills	
Responsiveness	Public speaking	Facilities management	

The leading strengths in the Town Manager include his high level of balance and professionalism in navigating difficult issues, accessibility, listening skills, resourcefulness, conviction under pressure, environmental and community spirit.

He is responsive to the issues but not good in communicating the actions he has taken so people don't know that they were heard and what actions were taken. He has inherited a certain culture and processes from previous Town Managers and government. I would like to see more of his vision and leadership in shifting the culture, which I am starting to see, with respect to our Town becoming a leader in sustainable business and arts and culture.

Page 17: Additional Comments

Q100 Comments

Respondent skipped this question

Q101 Comments

Respondent skipped this question

Q102 Comments

Respondent skipped this question

Q103 Summary Comments

Respondent skipped this question

#13

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Thursday, June 20, 2019 9:22:03 AM
Last Modified: Friday, August 09, 2019 9:03:55 AM
Time Spent: Over a month
IP Address: 71.234.177.150

Page 1: Dear Town Councilor:

Q1 Town Councilor Name (First then Last):

Lynn Griesemer

Page 2: Areas of Responsibility

Q2 Negotiate Host Community Agreements (HCAs) for two or more retail marijuana establishments, and additional HCAs for other non-retail adult-use businesses (e.g., independent testing lab, cultivator, product manufacturer, microbusiness) 3.2(i), (l), (x)

Commendable,

Comment:

The TM exceeded this goal by negotiating and signing a total of four host community agreements (HCAs) with medical establishments, three HCAs with adult-use retail establishments, and one HCA with a marijuana cultivator.

Q3 Submit MassWorks grant application for North Amherst 3.2(i), (k), (l)

Satisfactory,

Comment:

The TM submitted a MassWorks grant application for traffic improvements to the North Amherst intersections. It was not successful and upon obtaining feedback are in the process of preparing a reapplication.

Q4 Publish Economic Development Plan prepared by PVPC via Community Compact Cabinet grant fund and Economic Development Director 3.2(s)

Commendable,

Comment:

The Town published the Economic Development Plan prepared by the Pioneer Valley Planning Commission utilizing a Community Compact Cabinet grant. This was led by the Town's Economic Development Director and provides significant insight into the Town's profile. The plan has been presented on various occasions including to the business community -- an event that many Councilor's attended. The plan also provides a basis for regular updates and eventually expansion especially with the results of the upcoming 2020 Census.

Town Council Members 2019 Evaluations of Town Manager

Q5 Plan the transition for the annual setting of the tax rate 3.2(i)

Commendable,

Comment:

Prior to the Town Council being seated, the TM held the classification hearing on October 22, 2018. The tax rate was approved by the Massachusetts Department of Revenue on November 15th, the earliest date ever for the Town.

Q6 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education 3.2(i)

Commendable,

Comment:

This is an area of on going challenge for the Town of Amherst because of the lopsided nature of the regional school district, where Amherst is approximately 85% of the population, while all of the communities are experiencing declining school age population enrollments and tight revenue pictures. We were extremely fortunate to have three people experienced with the Regional Assessment Method and the process of negotiations -- the Town Manager; a Town Councilor, who chairs the Finance Committee; and the Finance Director. All three jumped into this FY20 negotiations within the first week of the Council's existence, successfully completed the negotiations and engaged the full Town Council in learning about the assessment issue, the discussions with the three other towns, and the short-term agreement.

Q7 Negotiate contracts for emergency medical services with three remaining partners 3.2(o)

Commendable,

Comments:

The TM successfully negotiated emergency medical services support contracts with the Towns of Leverett, Pelham, and Shutesbury with modest increases in FY19 and FY20.

Town Council Members 2019 Evaluations of Town Manager

Q8 Update Select Board on the impact of our 07-01-18 move from our own health insurance trust to MIIA Health Benefits Trust 3.2(h)

Commendable,

Comment:

The impact of this very successful transition became apparent to all Town Councilors when it was announced at the Annual MIIA Health Benefits Trust meeting during the Annual Mass Municipal Association meeting that the health insurance plan would increase 0.6% (less than 1%) for FY20. This alone provided a major boost to the Town's annual budget projections and process for FY20. Specifically the transition allowed all employees in the Town of Amherst, Town of Pelham, and Amherst Regional School District from being self-insured with 100% liability resting with the Town's Health Insurance Trust to a fully-insured program through the non-profit MIIA Health Benefits Trust. This transition rescued the Trust, which had gone into a deficit, and stabilized health insurance costs for the three governmental entities. New deductibles and co-pays were introduced to bring the health insurance offerings of the Town in line with other governmental entities. This minimal increase benefitted both the employees and the three governmental entities.

Q9 Summary Comments

Preliminary comments to entire evaluation:

This year's performance review straddles the transition to the new form of government and, as such covers five-months under the previous form of government and seven-months under the new Town Council and the current Town charter. However, as the Town Council dove into our new responsibilities one joint efforts of the TM and the Select Board became apparent to the Council. Therefore, as a Councilor (and Council President for 7 months of the year), it is in fact very feasible to assess the Town Manager's performance based upon most of the goals set by the Select Board during their tenures.

Page 3: Relationship with the Select Board (through December 3, 2018)

Q10 Complete outstanding Select Board Minutes 3.2(x)

Needs ,
Improvement

Comment:

There are still minutes to be completed. This was cited in the recent audit.

Town Council Members 2019 Evaluations of Town Manager

Q11 Advise Select Board of any issues with operation of seasonal homeless shelter that opens November 1, 2018 3.2(l), (x), (e)

Commendable,

Comment:

This appeared in the Town Manager's report to the Select Board. All indications are that the shelter ran smoothly this past year. However, a mass resignation by the three employees of the shelter announced in July 2019 has created a crisis. The Town Manager and other staff have actively engaged key stakeholders including the Craig's Doors board of directors, state representatives, state funding agencies and Town Councilors in this discussion. The state agency assures us there will be funding for the November 2019 opening of the shelter.

Q12 Advise Select Board of any police grants refused due to our Sanctuary Community status 3.2(e), (f)

Commendable,

Comment:

This appeared in the Town Manager's report to the Select Board. After the Council was seated, the First Church Amherst was in danger of losing its temporary shelter status because the immigrant housed there has remained protected for a period longer than 6 months. With outstanding testimony from the police and fire department, our state representative, and a proclamation from the Town Council, this status was continued, saving the Church over \$70,000 in upgrades.

Q13 Catalog Select Board Policies for review by the Select Board prior to providing them as reference documents to the Town Council 3.2(f), (v)

Unable to Judge

Q14 Plan the transition from the Select Board as Local Licensing Authority (LLA) for new alcohol/liquor and common victualler applications, as well as annual renewals, to the new Board of License Commissioners, who you may nominate for Town Council-elect review prior to the Town Council taking office 12-03-18 10.7(q); 6.3

Commendable,

Comment:

The Board of License Commissioners was proposed for appointment and approved by the Town Council on January 7, 2019. At the same time a new staffing approach for managing all licenses was implemented. The Town Manager, as with many other appointments, spent significant time selecting outstanding candidates for the Board and we are fortunate to have the previous Select Board Chair heading the Commission. They immediately and forcefully dealt with a significant violation, temporary closure and permanent closure of a new bar/restaurant that had opened in Amherst, demonstrating with the significant attention of the police department that they were not worthy of a liquor license in Amherst.

Q15 Summary Comments

As with the previous section, while most of these responsibilities began under the Select Board, it is apparent to the Town Council that this work was accomplished.

Page 4: Long Range Planning

Q16 Update Select Board on continued implementation of the Charter transition plan 10.7(b)

Commendable,

Comment:

This was consistently referred to in the Town Manager's reports to the Select Board. It was very apparent to the Town Council that the Town Manager had spent considerable time planning for the transition and the Select Board had taken all of the necessary actions required to implement the Charter. One of the areas that we hope to address in the coming months is the establishment of a calendar with all of the required forums, hearings, state of the Town Address, etc. However, even this remains a challenge with regard to election years.

Q17 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study, including updating Select Board 3.2(s)

Commendable,

Comment:

The Fort River School Feasibility Study was provided significant staff support and guidance and was concluded successfully. Several Councilors paid close attention to this process and attended the overview meeting on February 13, 2019 at the Middle School Auditorium.

Q18 Ensure coordinated planning and resource allocation in the Amherst and Pelham preK-6 Regional School District Planning Board (RSDPB) process, including updating Select Board 3.2(r), (s)

Commendable,

Comment:

The Town Manager provided support, as necessary, for the Amherst and Pelham preK-6 Regional School District Planning Board process. The report/recommendations for consideration were presented to the Town Council, Pelham Select Board, and the engaged school committees on April 13, 2019. From the minutes of the meeting. At that time, "Peter Demling, Chair of the Regional School District Planning Board, welcomed the representatives from the two communities and presented an overview and status of the Board's progress to date, options available, and advantages/disadvantages of the various options. There was a discussion of the financial benefits, assessment method, budget approval process, composition of a new School Committee, impact on the 7-12 regional agreement, educational impact, how current buildings are handled, debt/capital ownership, and next steps. At 10:30 a.m., the

Town Council Members 2019 Evaluations of Town Manager

two towns separated into individual Town caucuses. Members representing the Town of Amherst discussed the presentation. Members expressed concern as to whether moving forward on regionalization would require resubmitting an application for a new school building with the MSBA. Options that were discussed included: (a) move forward; (b) halt the process; and (c) determine that the regionalization was not ripe at this point and not something we should be doing right now. Members expressed that this merger involved a lot of complicated decision-making, that it might impede progress of the MSBA application for a new elementary school in Amherst, and some expressed concern that it would be a challenge to take it on at the same time as the School Committee is being elected in November. The members all agreed that it was wisest at this time to not move forward with discussions on this topic. At 10:50 a.m., the two towns reunited. Representatives from the Town of Pelham believed that delaying a decision was not a good option and that the two towns should embark on crafting an actual agreement that may surface the issues at stake. Speaking for the Town of Amherst contingent, Ms. Griesemer said the consensus of the group was to terminate discussions at this time. She identified the following concerns: (a) hesitation at causing confusion as the MSBA is considering the Town's Statement of Interest; (b) the prospect of a new State Aid formula; and (c) the timing of having the School Committee elected in November and the confusion this topic would present. She suggested that the two towns seek other ways to address the reasons for regionalization. She also expressed appreciation for the work of the Committee and ongoing support of the relationship between the Amherst and Pelham School Districts."

Q19 Summary Comments

From the Town Manager's self-evaluation.

Transition in the Form of Government

This has been a year of dramatic transformation as the Town implemented a change in its form of government. The transition has been a success. The charter places policy leadership and legislative powers with the Town Council and the administration of all Town fiscal, prudential, and municipal affairs with the executive branch headed by the Town Manager. We succeeded in implementing the Charter primarily because of the hard work of the Town Council and the leadership of the Council President.

Establishing and implementing this new form of government has presented significant challenges. It has dominated much of my time, time that would normally have gone to working more directly with staff and departments. We continue to develop new standards and protocols for implementing the Town charter.

In addition to Council leadership, Town staff and I put in an extensive effort to ensure that the transition in government was successful and respected the intent of the new Town Charter. The goal was to establish quickly the role of the Town Council as the Town's legislative body and assist newly-elected councilors in understanding and developing their roles.

The following areas were key to the implementation of the new government: ↵

Presentation of special legislation to State Legislature. ↵ Bylaw Review Committee review of all general and zoning bylaws. ↵

Departmental orientation for all Town Council candidates. ↵ Defense of the approved town election schedule in Superior Court. ↵

Design and construction of the Town Room. ↵

Two orientation sessions for newly-elected Town Councilors. Inauguration ceremony. ↵

Departmental information sessions for newly-elected Town Councilors.

Page 5: Staff and Personnel Relations

Q20 While planning for new hires to be confirmed by the incoming Town Council, review our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community 3.2(m)

Commendable,

Comment:

As stated by the Town Manager, "this is an ongoing effort that has received renewed attention from the Town's new Director of Human Resources." The Town Manager proposed and it was subsequently approved to hire the new Director of Human Resources. Having had the opportunity to work with her directly on two separate occasions, I am personally impressed with this hire. From the perspective of the current, very tight job market, Amherst is able to retain it's staff and the Town Manager has found creative ways to provide people with opportunities for growth and challenge.

Town Council Members 2019 Evaluations of Town Manager

Q21 Develop a strategy and protocols for staff accepting and responding to communications from Town Councilors as well as from staff, and by all directors and department heads so that a consistent process is developed at all levels of Town government 3.2(a), (m)

Commendable,

Comment:

While the Town Manager has developed and consistently reinforced protocols for staff responding to communications from Town Councilors, very sporadically Councilors do not adhere to the protocol. Fortunately the staff have developed a diplomatic way to corresponding with the Councilor and Town Manager to reinforce this protocol.

Q22 Summary Comments

Respondent skipped this question

Page 6: Community, Intergovernmental Relations, and Volunteer Committees, Boards, and Commissions

Q23 Establish 11-06-18 Early Voting at UMass that replicates the success of the four UMass sessions prior to the 2016 election
<https://www.amherstma.gov/2280/Early-Voting> 3.2(a), (c)

Satisfactory,

Comment:

The Town established Early Voting at the University of Massachusetts, Town Hall, and two other locations in Town. The response to this was outstanding while challenging candidates to figure out how to efficiently spend time near polls. There was one very unfortunate situation at a polling place on the UMass Amherst campus on election day -- initially it was suggested to students that they would not be interested in the local ballot. This was corrected within the first hour of voting.

Q24 Propose a response to the Donohue Institute study of the cost of providing elementary and secondary education to residents of non-taxable University housing, especially in preparation for negotiation of next Strategic Partnership Agreement (SPA) 3.2(f), (r)

Unable to Judge ,

Comment:

In full disclosure, I was Executive Director of the UMass Donahue Institute at the time of this study and decline to comment.

Q25 Propose the appropriate relationship between the University Town of Amherst Collaborative (UTAC) and the incoming Town Council 3.2(f), (r)

Unable to Judge ,

Comment:

The UTAC has ceased to meet. The Town Manager has discussed this with Town representatives to the committee.

Town Council Members 2019 Evaluations of Town Manager

Q26 Propose the appropriate relationship between the Town Council and Amherst College and Hampshire College 3.2(f)

Commendable,

Comment:

The Town Manager has made a significant effort to actively engage the leadership of each of the three higher education institutions in discussion about issues of mutual interest to them and the town. First, he successfully negotiated with Amherst College to secure the purchase for a nominal sum of a significant 27-acre property on South East Street to be used for a Department of Public Works (DPW) facility. While we are still testing this possible site, this is a significant contribution to the town by the College. Including our state senator, state representative, and the Town Council President, the Town Manager has proactively reached out to and worked extensively with Hampshire College leadership regarding their shrinking in size or potential closure with regard to the impact on the town. He has communicated to the Town Council on a regularly basis regarding these developments. — The town is presently negotiating a renewal of the Strategic Partnership Agreement with the University of Massachusetts (in progress).

Q27 Propose the appropriate relationship between the Town Council and the Campus and Community Coalition to reduce high-risk drinking (CCC) 3.2(f), (r)

Unable to Judge

Comment:

While there has been some significant improvement in this area, the Campus and Community Coalition (CCC) is in flux as the University's staffing of the Coalition is being transitioned.

Town Council Members 2019 Evaluations of Town Manager

Q28 Continue to engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation (e.g., Groff Park renovation meeting at apartment community room) 3.2(v), 3.3(d)

Satisfactory,

Comment:

This goal will always include room for improvement, but the Town has made great progress in reaching into the community to listen, communicate, and engage members of the public. The efforts to date include: Appointment and approval of the Community Participation Officer (CPO) position to three existing employees as added duties. They bring different strengths and networks to our outreach efforts. They have been active in organizing and attending numerous community events and activities including Town Council district meetings, school events, the sustainability festival, tabling at a wide variety of community events, LSSE events, and appearing on local access cable television. Monthly Cuppa' Joe with Paul and town employees have drawn nearly 150 people since they began. Councilors have regularly attended the coffees. Community Clean-up: dozens of residents and Town Councilors volunteered in the Town's first-ever community one-day clean-up campaign organized by the CPOs. — LSSE has created programming at Butternut Farms, Olympia Oaks, North Village, South Point and other venues to bring the activities closer to where people live. LSSE brought information about the Groff Park renovations to school and community meetings and held a special meeting at the Southpoint apartment complex to gather comments and opinions from the most likely users of the park. Town officials prepared an extensive door-to-door outreach effort to engage the neighbors abutting and near the proposed site for the Department of Public Works. Three subsequent meetings were held on July 29 (at Kiwanis Field; and 2 District 2 meetings on July 8 and July 23 at Fort River School. With the support of Town staff, the Town Council held a 4-hour Open Meeting of Residents regarding the proposed studio apartments at 132 Northampton Road.

Q29 Propose ways of increasing diversity in committee membership, as you will be appointing most committees with confirmation by Town Council 3.2(v), 3.3(c), (d)

Satisfactory,

Comment:

This is always a difficult goal and continues to be a challenge. The Town Manager has strived to appoint a wider range of community members but by his own assessment, "much work remains".

Q30 Summary Comments

Respondent skipped this question

Q31 Promoting efficiencies in Town structure and service delivery, including regionalization of services where appropriate, and maximizing effective use of CDBG, CPA, and other funds to offset allowed legal and administrative costs; 3.2(a), (b), (i), (l)

Satisfactory,

Comment:

As described elsewhere, several staff have assumed additional responsibilities creating efficiencies in the structure and delivery of services. While we continue to share some positions (e.g., Veteran's Services) regionally, it is a challenge to identify others including potential regionalization of some fire equipment (e.g., large ladder truck). The Town obtained CDBG funds (\$825,000 in FY19) which allows \$123,750 to be allocated to grant administration. Community Preservation Act (CPA) funds allow \$10,000 to be allocated for the Town's administration expenses. Collectively these funds increase social services delivery, affordable housing, open space, recreation, and historic preservation. This area is a challenge as many grants provided to municipalities are restricted by regulations as to how much administration can be charge.

Q32 Negotiating contracts, including the collective bargaining contracts, that reflect the community's needs and priorities; 3.2(o), (l)

Satisfactory,

Comment:

Collective Bargaining Agreements: The Town continues to manage the agreements with our collective bargaining partners in a cooperative, financially prudent manner. One collective bargaining agreement is signed (Fire) and five are in negotiation. The Town Manager hears and rules on numerous grievances, resolving most by mutual agreement. He also manages the Town's litigation and legal budget.

Q33 Pursuing sustainable and appropriate development to increase the percentage of tax revenue generated from commercial property, and to reduce the burden on residential property owners. 3.2(i), (f)

Commendable,

Comment:

Amherst is experiencing growth in new housing development. These projects will increase the tax base, providing needed additional funds to address the challenges facing the Town. The Beacon Communities includes the first tax-incentive with Beacon Communities and now there are now two new buildings containing 130 residential units - including 20% affordable units at 50% area median income, 22,000 square feet of non-residential space, other amenities and approximately 304 parking spaces under construction with occupancy slated in the Fall. Short-term Rental Tax: The Town Council approved the implementation of the short-term rental tax at the earliest available opportunity. Medical Marijuana: One establishment opened last year for medical marijuana. Recreational Marijuana: One establishment opened this year for recreational marijuana. The Select Board approved taxes on the sale of recreational marijuana in 2018. Ambulance Fees: The Town negotiated new contracts with Leverett, Pelham, and Shutesbury to ensure each community is paying its fair share of fees for the Town's ambulance service.

Q34 Summary Comments

Respondent skipped this question

Page 8: Develop Strategies for the Long-term Financial Health of the Town: 3.2(f)

Q35 Reviewing and assessing on an on-going basis the Town's current strategies for handling long range post-employment benefit program (OPEB) obligations; 3.2(f), (i), (h)

Satisfactory,

Comment:

OPEB: The Town continues to make steady progress to address "Other PostEmployment Benefits" liability by committing funds within the existing budget, from our enterprise funds, and earmarking Federal Medicare Part D reimbursements into the OPEB trust fund according to the schedules previously established. A contribution of \$500,000 was appropriated by the Town Council for FY20. — One of the big achievements this year was the decreased cost in health insurance: (See earlier comments)

Q36 Developing strategies to maintain an excellent bond rating; 3.2(h), (i), (j)

Satisfactory,

Comment:

Bond rating: This will be critical as we move toward borrowing and construction of major new facilities.

Town Council Members 2019 Evaluations of Town Manager

Q37 Working with the legislature to adopt policies in line with our goals and values. 3.2(f), (r), (s)

Satisfactory,

Comment:

The Town Council continues to consider and adopt resolutions and proclamations that support state level legislation. In addition, the Town Manager works closely with our State Senator and State Representative on issues related to the health and welfare of the town (e.g., Hampshire College, Craig's Doors).

Q38 Participate in the Regional Assessment Method process with other towns in the Amherst-Pelham Regional School District to find a resolution that works for Amherst, will be acceptable to the other towns, and will adequately support grade 7-12 education. 3.2(i)

Commendable,

Comment:

See previous comments

Q39 Develop strategy and provide leadership to implement funding for the major capital projects: Fire Station, DPW Facility, Elementary Schools, and Jones Library. 3.2(f), (i), (v), (t), 5.5(b)

Comment:

Capital projects: With the offer of land at a nominal cost from Amherst College we are exploring a site for the DPW headquarters (see previous comments). As we move forward with a DPW site this opens up the present DPW site for a new fire station in South Amherst. Still recognizing that the top priority is a new school, we are better positioned to move forward on the four major capital projects. The Town's Capital Projects Manager developed and refined the spreadsheet tool that will allow the Town Council and the public to evaluate the financial implications of capital appropriations for the major capital projects facing the Town.

Q40 Summary Comments

Respondent skipped this question

Page 9: Areas of Responsibility

Q41 Prepare the annual budget in conformance with the Select Board Budget Policy Guidelines. 3.2(i), 5.4(b)

Commendable,

Comment:

The Town Manager delivered the FY20 Annual Budget to the Town Council balanced, on time, and in compliance with the budget guidelines presented by the Select Board and prior Finance Committee AND consistent with the new Charter. There is no need for a tax override.

Town Council Members 2019 Evaluations of Town Manager

Q42 Effectively administer the adopted budget. 3.2(a), (c), (h)

Commendable,

Comment:

The Town continues its prudent management of Town resources by monitoring and managing its FY19 approved budget. This includes accommodating for unanticipated expenses such as snow, the boiler at the North Amherst Fire Station, the air conditioning condenser at the Police Station. The FY18 audit was completed and declared to be a "clean" audit. — The Town paid off the health insurance surcharge earlier than anticipated, freeing needed resources for Town, Library, and Schools and removed the surcharge from employees' paychecks.

Q43 Summary Comments

Respondent skipped this question

Page 10: Relationship with the Town Council:

Q44 Providing regular communications to the Town Council about matters relevant to their responsibilities and concerns, including changes and additions to Town programs and initiatives; 3.2(d), (e)

Commendable,

Comment:

Building on past practice, the Town Manager met weekly with the Select Board chair and vice chair and staff to set the agendas for Select Board meetings. He continues to meet prior to every Town Council meeting with the President, Vice-President, Clerk of the Council and others to set the agendas for Town Council meetings; and weekly weekly with the President to review other, non-agenda topics and as a general "check-in" time for the work he is doing. As President of the Council both of these meetings allows me to anticipate future agenda items and work with the Town Manager on critical issues facing the Town.

Town Council Members 2019 Evaluations of Town Manager

Q45 Responding to communications from members of the Town Council in a timely manner; 3.2(d)

Commendable,

Comment:

The Town Manager has met with each Councilor at least twice and with several Councilors on numerous occasions, and is available any time to all Councilors. Ample discussion is afforded members of the Town Council, both in one-on-one communication with the Manager and in public settings, to discuss issues of concern. Even if an item is firmly within the responsibility of the Town Manager, he engages members of the Town Council and others because decisions have significant public policy implications. He regularly communicates with all members of the Town Council via email to update Councilors on emergencies, special events, and other updates such as the status of major public safety events and activities, fires, sudden deaths, and items that may hit the press. → The Town Council and Town Manager dedicated a Saturday – and will spend another Saturday in September - to work on long-range issues in a retreat setting. → The Town Manager provides written report to the Town Council at every meeting. These reports are intended to capture the major issues happening in Town government. I make regular, verbal reports at the meetings in addition to the written report. →

Q46 Recognizing issues or changes with a direct or significant impact on the community, and that falls within the Town Council's authority to provide feedback; 3.2(e)

Satisfactory,

Comment:

Several issues continue to define Amherst and have direct or significant impact on the Community. These include Sanctuary Communities, Amherst Media contract, homeless shelter, etc. The Town Manager monitors and works to address these issues. For example, with the assistance of a negotiating team that included two members of the Town Council, the Town has agreed to revise the agreement with Amherst Community Television to reflect the needs of the change in government. → And with the recent announcement that all three staff members at Craig's Doors had tendered their resignations the Town Manager and other staff are fully engaged in working to find a suitable resolution to this issue.

Q47 Allowing the Town Council opportunity to provide feedback on changes to policy and practice or new initiatives before implementation; 3.2(e), (f)

Satisfactory,

Comment:

See above.

Town Council Members 2019 Evaluations of Town Manager

Q48 Ensuring that all members of the Town Council are aware of anything significant before it appears in the media. 3.2(e)

Commendable,

Comment:

The Town Manager has established an excellent relationship with the press. This includes the establishment of the position of Communications Manager to proactively address two-way communication initiatives and social media, notification tools and web sites. → He conducts weekly meetings with members of the media, although most of the issues are heard first at a Town Council meeting. →

Q49 Beginning the process of cataloging Town Council policies for review by the Board with the intent to assemble them in a coherent and publicly available format. 3.2(f), (v)

Unable to Judge

Q50 Summary Comments

Respondent skipped this question

Page 11: Long Range Planning

Q51 Continuing to revise and update the 07-16-16 Facilities Profiles (former goal known as “Building Assessment Report”). Provide at least a semi-annual review of the document with the Town Council to make them aware of changes or proposed changes in the buildings’ use, benefit or liability to the Town, and recommendations for retaining ownership. 3.2(k), (i), (f) 5.5(b)

Needs Improvement ,

Comment:

The facilities profile needs to be updated from the version provided to the Town Council in March 2019. That profile is dated July 16, 2016

Q52 Developing a policy for the disposition, reuse or disposal of surplus Town property (e.g., East Street School). 3.2(k), (f)

Commendable,

Comment:

The Select Board approved a property disposition policy. This policy will be utilized for several parcels that have come to the attention of the Town from residents and the Municipal Affordable Housing Trust. During this year the Town Council voted to transfer the East Street School to the Municipal Affordable Housing Trust for the purpose of developing affordable housing. The Town’s previous facilities manager made a generic assessment of the condition of all Town buildings. The Town’s needs are now being addressed by the new facilities manager, who we share with the Jones Library.

Town Council Members 2019 Evaluations of Town Manager

Q53 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)

Satisfactory,

Comment:

This is an area of significant achievement, but still needing additional attention. The Town installed three Valley BikeShare locations; negotiated extended bus service during the summer with the PVTA; contracted to install three additional EV charging stations at no cost to the Town; signed a power purchase agreement for the solar array on the north landfill; continues to secure PILOT payments for the increasing numbers of solar projects on developed on private land. → The Town continues its effort to green the environment by working toward planting 2000 trees over three years. The Town Council established an Energy Climate and Action Committee with a comprehensive charge. I had previously proposed a Sustainability Committee but determined the issue was something the Town Council should be addressing.

Q54 Initiating and advocating for "green" efforts and programs, including progress on the installation of solar energy generating equipment on the landfill. 3.2(k), (f), (i), (l)

Satisfactory,

Comment:

See above

Q55 Supporting the preservation, maintenance and creation of housing that is safe, decent, and affordable for low- and moderate-income individuals and families, including: 3.2(s), (x)

Commendable,

Comment:

Amherst exceeds the minimum required for affordable housing. The Beacon Communities helps ensure that we continue to exceed the 10% threshold. → The Affordable Housing Trust has been active in securing staff support for its efforts and has focused on exploring affordable housing development at the East Street School site. → Extensive staff time and Town Council time was devoted to the public process for CPA funds for the studio apartments at 132 Northampton Road. The Town Council ultimately approved the appropriation of \$500,000 for this project. → The staffing crisis at Craig's Doors, after a very successful winter season, will be a challenge during the coming weeks and months.

Q56 Reviewing and assessing on an on-going basis the Town's status on the State's Subsidized Housing Inventory (SHI), and anticipating factors impacting our SHI percentage in the short- and long-term; 3.2(c), (x), (f)

Commendable,

Comment:

See above

Town Council Members 2019 Evaluations of Town Manager

Q57 Reporting periodically on the operation of the seasonal shelter and recommending changes to any written agreements as needed. 3.2(l), (x), e

Satisfactory,

Comment:

See earlier comments regarding Craig's Doors. The Town Manager is in the process of working with others in the region to find an acceptable operator for Craig's Doors. The state has assured continued funding.

Q58 Preparing materials and information as needed in advance of the March 2018 Charter Vote. Creating and implementing a transition plan based on the outcome of the Charter Vote. 10.7(b)

Commendable,

Comment:

The Select Board, Town Manager, and Town staff worked diligently to accomplish the launch of this transition. While we are only 8 months into the transition, with the assistance of the previous Select Board members, the Town Manager and staff, and the dedication of the 13 member Council, most feel that the transition is going well. We continue to develop new standards and protocols for implementing the Town charter. The transition has dominated much of the Town Managers time, time that would normally have gone to working more directly with staff and departments.

Q59 Ensure coordinated planning and resource allocation in the Fort River School Feasibility Study. 3.2(s)

Commendable,

Comment:

See earlier comments.

Q60 Periodically review and update a staffing plan that suggests the optimal number and types of positions in each department to best address current service levels and key needs, and serves as a framework for prioritizing recommendations for future hiring. Recommendations for new positions should include the full cost of each position, including post-employment and other benefits. 3.2(a), (m), (n), 6.1

Commendable,

Comment:

Prior to advertising, the Town Manager reviews vacancies to determine need and responsibilities of the position. Change in an organization of this size is normal and we are fortunate in this tight labor market to continue to attract excellent talent. This is evident in the hiring of the Director of Human Resources, the Director of Senior Services, and the Town Clerk who served as the first Clerk of the Council and worked hard to mentor the person selected by the Council as her successor. He has also used creative solutions to staff key needs in the town. → For example, the Town Manager worked creatively with the School Superintendent to utilize the talents of the School Department's finance director to serve as the Town's Capital Projects Manager. →

Q61 Summary Comments

Respondent skipped this question

Town Council Members 2019 Evaluations of Town Manager

Q62 Prioritizing and implementing repairs to sidewalks, multi-use paths, roadways, parking areas, and intersections; 3.2(i), (k), 5.5(b)

Commendable,

Comment:

With the support of the Joint Capital Planning Committee, the Town Manager budgeted for and the Town Council approved a large commitment of funds for roads, crosswalks and sidewalks. → In addition, the Town designed, built, and implemented adjusted parking and traffic patterns on State Street creating a safer, more rational traffic and parking area near Puffers Pond. → Station Road bridge was deemed unsafe. Designed, obtained appropriation, and built a temporary bridge. → Completed plan by consultants for downtown recreation fields and other areas. → The major restriction continues to be funding.

Q63 Reviewing and following up on actions recommended by the Transportation Advisory Committee (TAC); 3.2(i), (k), 5.5(b)

Commendable,

Comment:

See above.

Q64 Planning and implementing improvements to public areas, including parks, commons, and greenways so that they are safe, attractive, and contribute to our quality of life; 3.2(i), (k), (p), 5.5(b)

Commendable,

Comment:

Groff Park improvements were bid (twice) and is currently under construction creating an exciting new play structure and spray park. → Planned, designed, and obtained outside funding for a dog park on the south landfill. → See above

Q65 Planning and implementing maintenance and improvements in the downtown and village centers, including working with Town staff and the Business Improvement District (BID) to assess capital needs, to implement improvements, and to complete current projects (e.g., downtown way finding system). 3.2(i), (k), (s), 5.5(b)

Commendable,

Comment:

See above. While funds for the North Common have been appropriated, we determined that it was important for the Town Council to determine the future of this very important location in the center of Town. This will be reviewed by the Town Council at a future date. → Conceptual plans for renovations to the North Amherst Library has resulted in three scenarios for redevelopment. Wayfinding signs are scheduled to be placed at key locations. The Business Improvement District funded the first sign in the new roundabout and funds have been appropriated to phase in the installation of the rest of the signs.

Town Council Members 2019 Evaluations of Town Manager

Q66 Report on the review of LSSE program options and the associated fee structures to ensure that there are appropriate affordable recreation opportunities. 3.2(a), (e), (f), (p)

Commendable,

Comment:

Funds for subsidies as approved by Town Meeting in 2015 were in the FY17, FY18, and FY19 budgets and are included again in the FY20 budget.

Q67 Planning for I-Net replacement in conformance with October 2016 Comcast contract. 3.2(i), (k), (j), 5.5(b)

Satisfactory,

Comment:

Planning continues for this project, which provides the high-speed, fiber-optic internet to municipal buildings including police, fire, library, schools, and DPW. We have established a funding schedule, which is included in the capital arrangement in the PEG agreement with Amherst Media and in the Town's capital plan.

Q68 Explore whether the replacement of the I-Net with a wholly Town owned communication network provides an opportunity to create an enterprise fund for the purpose of providing high-speed internet access to the whole community. 3.2(f), (i), (s)

Satisfactory,

Comment:

While this has been briefly discussed by the Council no action has taken place.

Q69 Summary Comments

Respondent skipped this question

Page 13: Staff and Personnel Relations:

Q70 Maintaining high staff morale by working toward a positive work place culture that includes diversity, civility, mentoring and receptivity to new ideas and innovations; 3.2(a), (b), (m)

Commendable,

Comment:

Maintaining positive staff morale is critical to the success of the Town of Amherst government operations. While an organization with hundreds of employees will have some who are not satisfied, the Town Manager is accessible to all staff. In addition to normal, everyday interactions with members of the staff throughout the organization, he continues to worked with department heads and leadership team to develop more effective relationships with all staff in the Town. The Town Manager redefined the understanding of "Emergency Services" to not only include Police and Fire, but to include our dedicated DPW crews, as well.

Town Council Members 2019 Evaluations of Town Manager

Q71 Increasing communication with staff at all levels, to inform, engage and solicit feedback, in particular developing a strategy and protocols for accepting and responding to communications from staff. 3.2(a), (b), (m)

Commendable,

Comment:

The Town Manager encourages a safe working environment and fully supporting interdepartmental staff safety working groups in all municipal buildings. He meets with employees in large and small groups on a regular basis or on special planned or emergency occasions. He works closely with the Personnel Board to review policies and decisions. Through emails, he communicates to all department heads and other interested parties reporting on the results of every Select Board, and, now, Town Council meeting; and has begun a periodic news notes email newsletter to all present and former staff to update them on comings and goings of staff and significant issues facing the Town.

Q72 Encourage a similar framework of communication be implemented by all directors and department heads so that a consistent process is developed at all levels of Town government; 3.2(a), (b), (m)

Satisfactory,

Comment:

The Town Manager meets regularly with all directors and department heads to discuss issues facing their department and their performance including their communications.

Q73 Encouraging communication between departments to improve cooperation and coordination of services, and to foster pride in accomplishments across all areas of Town government; 3.2(a), (b), (m)

Commendable,

Comment:

The Town Manager holds quarterly meetings with all department heads; monthly meetings with the leadership team; and regularly meets with the Police Chief, Fire Chief, Superintendent of Schools, Library Director, Economic Development Director, Superintendent of Public Works, Assistant Town Manager, Director of Senior Services, LSSE Director, Human Resources Director, Communications Manager and Assistant to the Town Manager. In addition, he holds monthly meetings to discuss economic development issues in the Town that brings together planning, building, assessing, and economic development staff; and quarterly economic development meetings with representatives from the Town, BID (where he serves as a member of the board), Chamber, University and Amherst and Hampshire Colleges. The Town Manager will be joining the Amherst Media Board this month. ↵

Q74 Recruiting, retaining, and assigning the best qualified personnel; 3.2(w), 3.3(a), (b), 6.2

Commendable,

Comment:

See comments on recruitment above. The Town Manager engaged a consultant to assess the operations of the Finance Department to determine performance, capacity, and projected personnel needs. Having now completed the proposal and approval of the FY20 budget the present staffing seems to be working very well. The Town Manager has used very creative approaches to address high needs in the Town in a very tight labor market. Key positions were addressed by expanding the role of current talented staff. These include: negotiating that the School Department's Finance Director take on the additional role of Capital Projects Manager for the Town; the Library's Maintenance Manager took on the additional role of Facilities Manager for the Town; continuing to employ the Principal Assessor part-time upon his retirement; continuing to have the Comptroller serve Finance Director; increasing the duties to the Building Commissioner to manage the Board of Licensing Commission and overseeing Town Hall changes such as the renovations to the Town Room. In addition, the Assistant Town Manager takes on special projects as needed; the Economic Development Director has taken on responsibility for marijuana, bylaw review, cultural council, and parking; the Superintendent of Public Works has taken a leadership role in all Town building projects; the Health Director has filled in as the Acting Director of Senior Services; the previous Town Clerk took on the role of Clerk of the Council; and three employees with existing positions took on the added responsibilities of Community Participation Officers. — The Town explores additional ways to diversify our workforce, although this is an ongoing challenge. We have instituted a new Career Portal that makes applying for jobs with the town easier, more accessible, and mobile-friendly. The Town continues to accept paper applications, a key feature for many people who do not have access to computers.

Town Council Members 2019 Evaluations of Town Manager

Q75 Modeling and fostering attitudes of helpfulness and courtesy toward the public; 3.2(v), (t)

Satisfactory,

Comment:

The Town continues to work to improve customer service in all outward-facing departments. This includes friendlier face-to-face interactions, improving the information and accessibility of our website, and expanding our language capabilities. While the Town has established a high bar for excellent customer service and the Town Manager continues to work with staff to ensure that all requests and visits from the public are handled courteously, expeditiously, thoroughly, and professionally, this remains a challenge.

Q76 Encouraging a workplace culture of improved service delivery; 3.2(a), (b), (m)

Satisfactory,

Comment:

Good customer service and service delivery is a theme that the Town Manager reviews regularly with staff during staff meetings.

Q77 Providing adequate resources, including time, equipment, and professional development, for staff to be effective and successful; 3.2(a), (b), (i)

Commendable,

Comment:

The Town Manager continues to work at retaining high performing members of the organization through regular supervision, mentoring, and professional development opportunities, directly and through their supervisors. Several staff have been recognized or hold statewide positions in professional associations. ↵

Q78 Providing periodic updates on progress of action steps identified in the July 2015 Human Resources Audit. 3.2(a), (b), (i)

Unable to Judge

Q79 Summary Comments

Respondent skipped this question

Town Council Members 2019 Evaluations of Town Manager

Q80 Mitigating the impacts of a significant student population on neighborhoods, on demand for public safety resources, on parking and traffic, and other municipal services; 3.2(r), (s)

Satisfactory,

Comments:

The Town Manager meets regularly with the heads and key leaders of all three institutions of higher education. See previous comments on UMass, Amherst College and Hampshire College. See previous comments on the University/Town of Amherst Collaborative (UTAC); the UMass Donohue Institute study regarding the cost of providing elementary and secondary education to residents in University-owned housing. —

Q81 Developing our partnership and strategies, through regular meetings, with Amherst College that reflect shared interests and concerns; 3.2(r), (s)

Commendable,

Comments:

See earlier comments.

Q82 Developing our partnership and strategies, through regular meetings, with Hampshire College that reflect shared interests and concerns; 3.2(r), (s)

Commendable,

Comment:

See earlier comments.

Q83 Pursuing actions of mutual benefit to the Town and the academic institutions including cooperative approaches that encourage “spin off” business development, the creative and innovation economies, and the arts and culture in Amherst; 3.2(r), (s)

Satisfactory,

Comments:

This is an area that requires significant work on the part of all parties. See earlier comments regarding economic development.

Q84 Working with the institutions to facilitate the development of new student housing off-campus and on-campus; 3.2(r), (s)

Satisfactory,

Comments:

See earlier comments.

Q85 Reporting periodically on the ongoing efforts and plans of the University for improving the campus and campus life to encourage a constructive relationship between the students and the Town, including the plans and projects of the University Town of Amherst Collaborative (UTAC); 3.2(e), (r), (s)

Satisfactory,

Comment:

The next agreement with UMass Amherst is critical. See earlier comments.

Q86 Reporting regularly on the UMass December 2015 Strategic Partnership Agreement (SPA). 3.2(e), (r), (s)

Satisfactory,

Comment:

This is done through Town Manager reports.

Town Council Members 2019 Evaluations of Town Manager

Q87 Maintaining an awareness of developments and planning in nearby institutions and municipalities, and reporting on their activities that impact Amherst. 3.2(r), (s)

Satisfactory,

Comment:

This is always subject to what each of the institutions is willing to share and remains a challenge for the Town.

Q88 Actively engage the community by providing information about Town successes and challenges. 3.2(t), (u), (v)

Satisfactory,

Comment:

This is accomplished through the media, the website, Byline with Stan, and regular town releases. The Town strives to present a positive image and this helps to negate the anticipated and/or actual criticism.

Q89 Developing a strategy for a clear and manageable process for responding to public inquiries and requests. Encouraging effective and responsive communication by all directors and department heads so that a consistent process is provided at all levels of Town government. 3.2(v), 3.3(d)

Satisfactory,

Comment:

This is a time consuming process. The Town Manager works to be responsive to all requests. This is something each Councilor and myself as President can identify with. It is an ongoing challenge.

Q90 Ensuring that staff responds to committees, boards, and commissions that offer recommendations on plans or projects. In addition to acknowledging that input, follow up with action to be taken in response, or an explanation about why a recommendation may not be feasible. 3.2(b), (s)

Satisfactory,

Comment:

The many committees, boards, and commissions in Amherst and regionally constitute a demand on the Town Manager and the staff, as well as the Town Council. Each is important and each expects significant attention. We all strive to meet their demands and appreciate their contributions to the town.

Q91 Improving overall modernization and management of the volunteer committees, boards, and commissions system. 3.2(b), 3.3(d)

Needs Improvement

Comment:

The Town Council through the Governance, Organization and Legislative Committee has established this as a priority over the coming year(s). It is a major task, wrought with politics and process and will require significant Councilor and Staff attention.

Q92 Summary Comments

Respondent skipped this question

Town Council Members 2019 Evaluations of Town Manager

Q93 Increasing diversity among staff, boards, and committees; 3.3(a), (b), (c), (d), 6.2, 9.12(e)

Satisfactory,

Comment:

The Town Manager has placed a serious priority on this goal as is evident by recent hires and promotions among the staff. In addition working with the RAC, he has identified and appointed (with the approval of the Town Council), some people who increase the diversity of those committees. This is an ongoing challenge.

Q94 Reviewing our policies and procedures to promote hiring and retention practices that ensure a workforce which reflects the diversity of our community; 3.3(a), (b), 6.2

Satisfactory,

Comment:

See above.

Q95 Engage and inform those parts of our community not currently participating in Town government activities, e.g., forums, public hearings, committee participation; 3.2(u), (v), 3.3(c), (d),

Satisfactory,

Comment:

This is a goal not just for the Town Manager and staff but all of Town Council. The outreach of the CPOs has been very helpful as they have been reaching out into the diverse communities of Amherst. Councilors have been working to diversify where they meet with constituents. Each of us needs to continue their efforts.

Q96 Promote efforts which seek to foster respect toward and among all employees, residents, and visitors in Amherst. 3.2(s), 3.3(d), 6.2

Satisfactory,

Comment:

Amherst is a very diverse community not only with respect to race, ethnicity, and gender, but in opinion and the importance each of us place on issues we care deeply about. Modeling and expecting all to be respectful of these differences is important as Amherst moves forward as a town.

Q97 Summary Comments

Respondent skipped this question

Town Council Members 2019 Evaluations of Town Manager

Q98 Feel free to comment on your assessment of how the Town Manager has supported the first 7 months of the transition to the Town Council

We are fortunate to have the consistent leadership of our Town Manager during this period of significant transition of the Town's Governance Structure. As I stated while attending an staff meeting early on in my tenure as President of the Council. We are transforming our legislative body, and while that impacts the town operations, we could not even begin to make that transition effectively is the Town Manager and staff were not already efficiently and effectively running the Town. I wish to thank the Town Manager and all of the staff for your patience as we continue this transition. We are all in this together with our goal being helping Amherst continue to thrive as a welcoming and outstanding community in which we chose to live, work, and enjoy.

Q99 General Expectations: Feel free to comment on strengths or weaknesses in any of the following areas:

Professionalism	Community
spiritLeadership	Defends
conviction under pressure	
Enthusiasm	Openness to
differing views/new information	
Accessibility	
Resourcefulness	Setting priorities
Advocacy with State and Federal Government	Communication style
management	Listening skills
Responsiveness	Public speaking
Facilities management	

Respondent skipped this question

Page 17: Additional Comments

Q100 Comments

One of the top priorities of the Council in the next few months is to develop and agree upon a set of goals for the coming year with the Town Manager. It is my sincere hope that that will lead to a much improved evaluation approach that is more coherent and more easily synthesized.

Q101 Comments

Respondent skipped this question

Q102 Comments

Respondent skipped this question

Q103 Summary Comments

Respondent skipped this question